

South Lanarkshire Council

Annual Governance Statement 2019-20

1. Scope of responsibility

The residents of South Lanarkshire expect the council to conduct its business in a lawful and transparent way. In particular, the council has a duty to safeguard public money and account for it; and to continuously review and improve how its functions are discharged, focussing on the priorities of economy, efficiency and effectiveness.

The council is responsible for putting in place proper arrangements for the governance of its activities, facilitating the effective exercise of its functions including clear arrangements for the management of risk.

A [Local Code of Corporate Governance](#) (referred to as the “Code” from here on) has been approved and adopted. The Code is reviewed and updated annually and is consistent with the seven core principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) framework entitled ‘Delivering Good Governance in Local Government’.

This statement explains how the council has complied with the Code during 2019-20 and meets legislative requirements to include the Annual Governance Statement within the Annual Accounts.

2. The purpose of the council

The [Council Plan, Connect 2017-22](#) sets out the council’s vision, values and objectives and what difference this will make to the residents and communities of South Lanarkshire.

The council is also a statutory Community Planning Partner and the [Community Plan 2017-27](#) provides a common vision for the South Lanarkshire Community Planning Partnership and sets out how the partners aim to achieve that vision.

The council has set the framework for strong corporate governance by having a clear vision and values which are outlined in the diagram below:-



3. The purpose of the council's governance framework

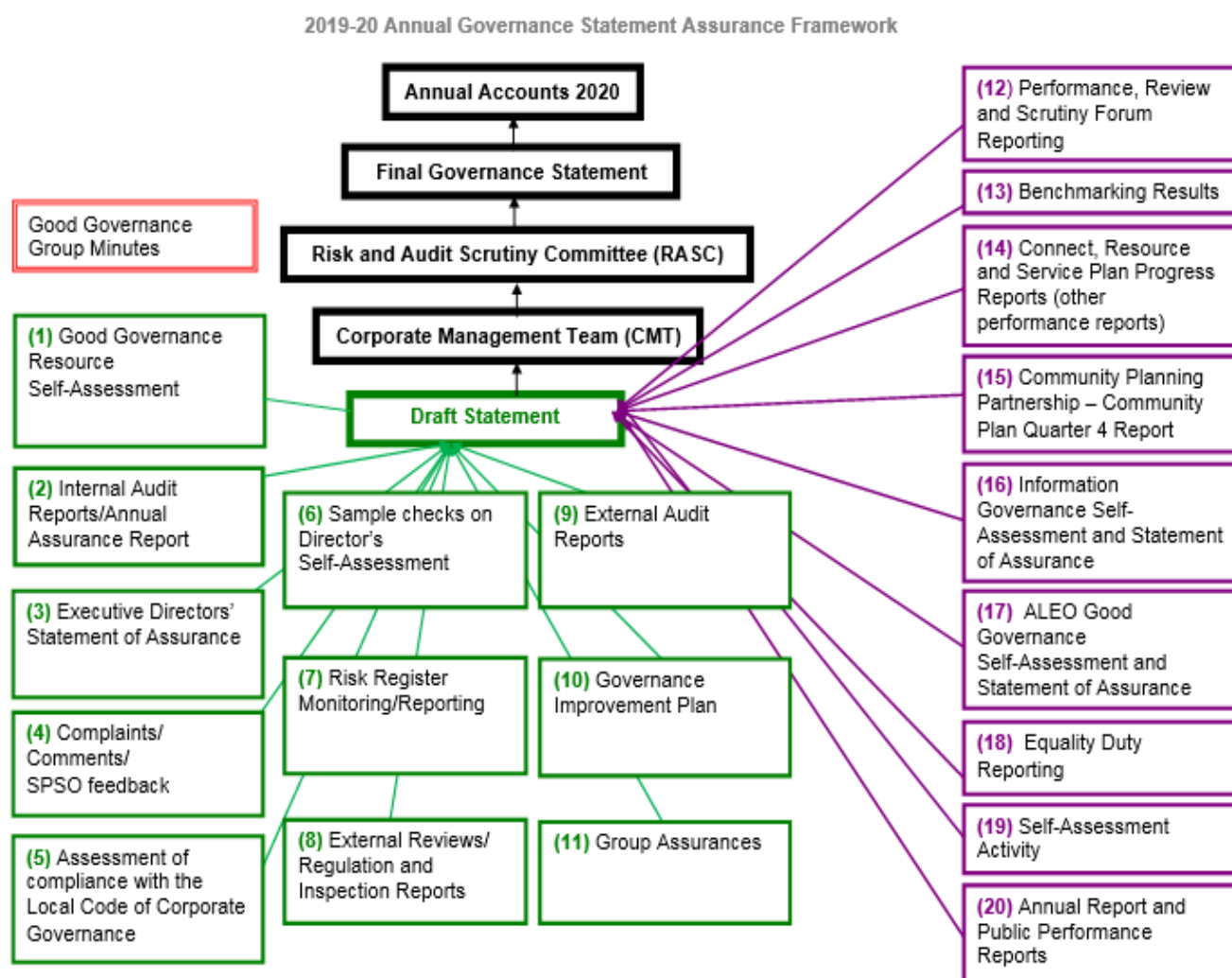
The governance framework comprises the culture, values, systems and processes by which the council is directed and controlled. It describes the way the council is accountable to communities. It enables the council to monitor the achievement of its strategic objectives and consider whether these objectives have led to the delivery of appropriate and cost effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It is based on an ongoing process designed to identify and prioritise the risks to the achievement of the council's aims and objectives by evaluating the likelihood and potential impact of those risks being realised. This enables the council to manage risk efficiently, effectively and economically.

The governance framework has been in place at South Lanarkshire Council for the year ended 31 March 2020 and up to the date of approval of the Annual Report and Accounts.

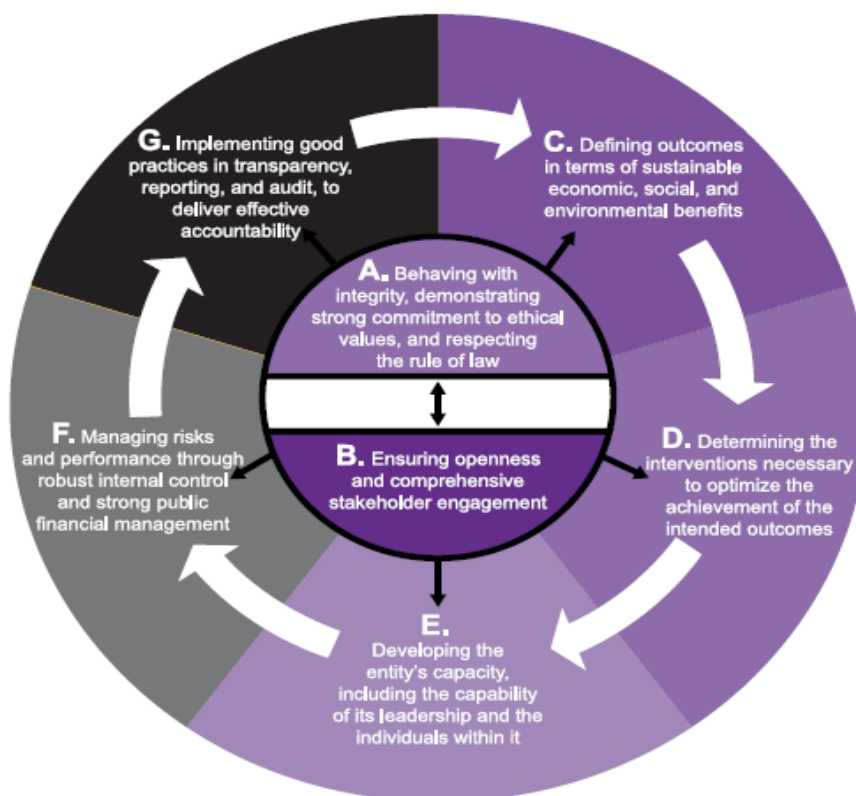
4. How the council monitors and evaluates the effectiveness of its governance arrangements?

The council annually reviews the effectiveness of its governance arrangements. The key sources of assurance that inform this review and underpin the statements made within this document are shown in the diagram below. This diagram is reviewed annually for completeness and during 2019-20 this was revised to formally include Information Governance.



5. Key elements of the council's governance assurance framework

The council aims to achieve good standards of governance by adhering to the seven national principles below, which form the basis of the council's Code. These principles are used each year to evaluate governance arrangements and identify areas for improvement.



The following table demonstrates how the council has complied with these principles and provides assurance as to how they are met. Significant elements of the systems and processes that comprise the council's governance arrangements and important changes/developments are described. Links to the key council documents referred to below can be found in Section 2 of the Code. The impact of the COVID-19 pandemic can be found at the end of this section.

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law
Links to council's values:
<ul style="list-style-type: none"> Accountable, effective, efficient and transparent; Working with and respecting others
How we do this:
<ul style="list-style-type: none"> The council's values and objectives provide clear direction to councillors and employees and are embedded in all policies and processes. Standards of conduct and integrity were promoted through the national Code of Conduct for Councillors and by the Standards and Procedures Advisory Forum. A revised Code of Conduct for Councillors was published and further awareness training was completed during May 2019. This is supplemented by role profiles which have a core accountability to maintain the highest standards of conduct. The employee Code of Conduct outlines standards of conduct and integrity and all breaches were investigated through the employee disciplinary process and the recommended actions taken. To support integrity in decision making, the council has a number of committee procedural documents including decision making protocols known as the Scheme of Delegation,

terms of reference documents, standing orders on procedures and contracts and financial regulations.

- To ensure openness and transparency in decision making processes, all declarations of interest made by councillors at meetings were recorded and made available for public inspection.
- There are a range of policies such as the Counter Fraud, Bribery and Corruption Policy Statement and Strategy, Fraud Response Plan, Whistleblowing for Third Parties and Confidential Reporting procedures that are used to support a culture of ethical behaviour amongst employees and councillors. These policies were reviewed and updated during 2019 to ensure that they reflected best practice.
- The council responded to all reported cases concerning employees of suspected unethical behaviour and non-compliance with the law/policy.

Principle B: Ensuring openness and comprehensive stakeholder engagement

Links to council's values:

Accountable, effective, efficient and transparent; Fair, open and sustainable; Focused on people and their needs; Working with and respecting others

How we do this:

- To ensure transparency and openness in decision making processes, all committee and forum meetings (except the Standards and Procedures Advisory Forum) were open to the public and agendas, reports and minutes were published on the council's website and printed copies were available for public inspection.
- The [Committee Management Information System](#) allows members of the public to register and be notified when committee and forum papers are published. The system also facilitates the creation of [online petitions](#) to increase the potential reach of signatories.
- All committee/forum meetings are held in accessible venues and in the council's rural area, area committees are now held in different community venues across the area.
- The first public meetings of the Petitions Committee took place during 2019.
- The work of the council and key information from our partners is communicated regularly using a range of communication channels. The [South Lanarkshire View](#) pages on the council website provide a dedicated source of local information and news for communities. A variety of social media channels are used to communicate updates and share information.
- The council's Community Engagement Team continues their work to increase stakeholder engagement and involvement in decision making processes through the development of a further four new Community Planning Partnership Neighbourhood Plans which are aimed at improving outcomes and reducing inequalities.
- The Community Engagement Co-ordination Group maintained an overview of partnership community engagement activity. The work of this group is underpinned by the Community Engagement Framework.
- The council carried out 350 surveys and engagement activities with residents, employees and partners, and through the council's Citizens Panel to inform policy and service delivery. Further information on our surveys is published on the [council's website](#).
- To ensure inclusivity and help shape service delivery, the council co-ordinates regular engagement with targeted groups of people such as young people, older people, people with disabilities, black and ethnic minorities, etc. Groups considered items such as the budget consultation, rent setting and performance reporting.
- The [Participation Requests](#) and [Community Asset Transfer](#) processes support communities to engage with the council to improve local outcomes.
- The council's performance [Spotlights](#) which now link to additional performance information have simplified how the council reports annually to the public on what has been achieved and the [18 public performance reports](#) provide a comprehensive overview of service performance. These demonstrate the council's commitment to continuous improvement and achieving Best Value; summarise the progress that the council has made in meeting its objectives and how it is performing locally and nationally.

<ul style="list-style-type: none"> • The council's Digital Inclusion Strategy 2020-23 sets out the actions that the council will take to assist those people who are unable to get online to access services digitally. • A comprehensive range of information on how the council operates is available on the website. The Freedom of Information Publication Scheme ensures that key information about how the council works is accessible to the public.
Principle C: Defining outcomes in terms of sustainable, economic, social and environmental benefits
Links to council's values: Accountable, effective, efficient and transparent; Fair, open and sustainable; Focused on people and their needs
How we do this:
<ul style="list-style-type: none"> • The council has a Capital Strategy that has a long-term outlook on future capital investment (up to 2027-28). This document is underpinned by a suite of Asset Management Plans which are aligned with the council's objectives and focus on creating an efficient, fit-for-purpose and sustainable core estate that delivers best value in terms of investment, running costs and environmental impact. • The Council Plan 2017-22 and Community Plan 2017-27 have clearly defined economic, social and environmental outcomes to be delivered during the period. • Annual Resource Plans which deliver the objectives of the Council Plan were reviewed and updated. These plans outline the outcomes and actions to be achieved within the year and reference linkages with other key strategic plans of the council and partnership plans. • The Sustainable Development and Climate Change Strategy 2017-22 which sets out the council's strategic outcomes in terms of the council, environment and communities for sustainable development and climate change during the period was developed using the principles of the United Nation's Sustainable Development Goals. • A new Climate Change and Sustainability Committee was introduced to oversee the delivery of the Climate Change and Sustainable Development Strategy and the council's transition to net-zero greenhouse gas emissions. • Sustainability principles are embedded in procurement processes and in recognition of the importance of our suppliers in achieving the council's aim to become more sustainable. • Strategic Environmental Assessments (SEAs) were completed for all relevant council led policies, plans and strategies developed during 2019-20 and the council was recognised for good practice in a national SEA research publication. • The proposed South Lanarkshire Local Development Plan 2 is currently undergoing examination by a Reporter appointed by Scottish Ministers. The spatial strategy of the plan is to encourage sustainable economic growth and regeneration, a move towards a low carbon economy, protect the natural and historic environment and mitigate against the impacts of climate change. • A summary of the findings resulting from Equality Impact Assessments of the council's key decisions on service users, communities and businesses have been published on the council's website. • Strategic decisions of the council have been subject to a Fairer Scotland Impact Assessment which considers how inequalities of outcome can be reduced.
Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes
Links to council's values: Accountable, effective, efficient and transparent; Ambitious, self-aware and improving; Focused on people and their needs; Working with and respecting others
How we do this:
<ul style="list-style-type: none"> • There is a standard approach to identifying savings across the council. The council's efficiency programme is overseen by the Senior Management Team. Frameworks are in

place for holding discussions with key stakeholders. Savings achievements are monitored monthly and reported to the Senior Management Team quarterly.

- The Financial Strategy which is aligned with the council's objectives was updated during the year to reflect the latest internal and external influences. This plan sets out the assumptions in terms of commitments, grant funding and efficiency requirement and demonstrates sound financial management and the ability to address projected funding gaps.
- The annual budget setting consultations took place with members of the public, councillors, trade unions and employees to inform savings proposals. Work took place during 2019 to widen the reach of the consultation with members of the public. The budget is open to scrutiny and amendment by councillors until the approval of the final budget.
- The council's Performance Management Framework has ensured that progress against intended outcomes has been regularly reported to Management Teams; Committees; and the Performance and Review Scrutiny Forum. Decisions and actions to address performance issues have been taken and monitored to ensure that they have been effective.
- The review of performance reporting during 2019 has resulted in a simplified process with the number of measures reported in Resource Plans being reduced by 21% and the number reported against the Council Plan, Connect by 36%.
- The Public Bodies (Joint Working Act) sets out those Adult Care Services that are delegated to the Integration Joint Board (IJB). These services continue to be operationally delivered by the council in line with the strategic direction set out in the Strategic Commissioning Plan and annual IJB Directions.
- The council considers the specification and achievement of community benefits, which focus on the health, economic, social and environmental wellbeing of the South Lanarkshire area, when awarding contracts.

Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it

Links to council's values:

Accountable, effective, efficient and transparent; Ambitious, self-aware and improving; Excellent employer; Focused on people and their needs; Working with and respecting others

How we do this:

- Senior Managers have overseen the annual scrutiny of the council's assets through the review of a suite of Asset Management Plans. Service Asset Management Plans have been developed in line with CIPFA guidance and these feed into the Corporate Asset Management Plan which outlines priorities and provides an overview of how the council has performed in this area.
- The council's Scheme of Delegation and Terms of Reference ensured that committees, officers and statutory officers were clear on the decisions that could be made within their area of authority. This is supplemented by councillor's role profiles which outline the key purpose, specific and core accountabilities for each role. These documents were updated and approved by Committee during 2019-20.
- Training requirements were identified and learning and development programmes were developed and offered to all councillors.
- The council continues to work with a range of public sector, business and academic partners to improve outcomes for those living and working in South Lanarkshire. Strategic Partnerships include the Community Planning Partnership and the Glasgow City Region City Deal.
- Each Resource reviews Workforce plans and related action plans to better understand workforce capacity issues, further challenges and opportunities to ensure that resources are in the right place, at the right time and people have the right skills. The council-wide Workforce plan 2020-23 was reviewed during 2019.
- The council recognises that skilled and motivated employees are a key asset. All employees have an annual performance appraisal which links to the council values and a

Personal Development Plan. The council offers a range of training interventions to support employee development.

- A survey of all council employees was undertaken during 2019 and the feedback will be used to develop improvement plans. 77% of those who responded said that they were generally satisfied with their job.
- In terms of the 2018-19 Local Government Benchmarking Framework results, the council is performing better than the Scottish average levels for almost half of the indicators. Comparisons against other councils showed a similar result. The results were analysed and an action plan was developed and will be monitored by the Senior Management Team.
- The council completed its annual self-assessment programme and progress of improvement activity was reported to the Senior Management Team and the Performance and Review Scrutiny Forum.
- The council has a robust complaints process which is underpinned by national complaints handling standards. Complaints performance was regularly reported to Senior Management and committee and [learning from complaints](#) which is integral to this process is also published on the council's website.
- A range of policies and activities are in place to support the Health and Wellbeing of employees including physical and mental health.

Principle F: Managing risks and performance through robust internal control and strong public financial management

Links to council's values:

Accountable, effective, efficient and transparent; Ambitious, self-aware and improving

How we do this:

- The council has put in place comprehensive arrangements for identifying, evaluating and controlling significant risks which threaten the council's ability to meet its objectives to deliver services to the public. There is also a robust process in place for compliance monitoring of the council's Risk Management Strategy, Resource Risk Registers and Control Plans.
- A full review of the Risk Management Strategy which clearly defines roles and responsibilities for councillors and employees was completed during 2019-20. A number of changes were made to reflect national best practice.
- The council's Internal Audit Service which complies with Public Sector Internal Audit Standards completed its annual programme of risk based audits with an objective of providing an opinion on the adequacy and effectiveness of the council's risk management, governance and internal control arrangements. Where improvements were required, action plans were developed and monitored and where necessary follow-up audit work completed.
- The Information Governance Board ensured regular scrutiny and the promotion of effective arrangements for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.
- The annual review of compliance with the council's Information Management Framework did not highlight any significant areas of concern.
- The system of internal financial control is based upon the Financial Regulations which set out the rules to ensure robust internal control over the council's finances. Control is maintained through regular management information, management supervision and a structure of delegation and accountability. External Audit of the council's accounts is robust and a "clean audit certificate" was issued for 2018-19.
- Through a well-established Performance Management Framework, the council has clearly defined processes in place for the identification, monitoring and reporting of its objectives to ensure continued effectiveness and the achievement of Best Value. Progress is monitored and reported regularly to both managers and councillors. This includes areas of under-performance and the related improvement actions.

- The new South Lanarkshire Charitable and Educational Trusts were approved by OSCR during December 2019 and arrangements are being made to transfer the assets. The new constitutions will ensure that these Trusts operate in a manner designed to benefit communities.
- The Executive Director of Finance and Corporate Resources is a member of the council's Senior Management Team and as such, is integral in all major decisions taken by the council, and in material matters which are submitted to councillors for decision. This involvement fulfils the expectation of CIPFA in terms of the role of the Chief Financial Officer.

Principle G: Fair, Open and Sustainable; Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Links to council's values:

Accountable, effective, efficient and transparent; Ambitious, self-aware and improving; Working with and respecting others

How we do this:

- The Good Governance Group has completed the annual review of governance arrangements at resource level and in line with the CIPFA/SOLACE Delivering Good Governance Framework. Governance improvement actions have also been identified and are included in Resource/Service Action Plans. Progress against actions including those highlighted as significant governance areas for action will be reported to the Senior Management Team and committee.
- In the 2019 annual audit report, the external auditor concluded that the council in its annual governance statement discloses the extent to which the organisation complies with proper practices set out in the Delivering Good Governance in Local Government: Framework 2016 published by CIPFA and SOLACE and highlighted this approach as good practice.
- All Directors completed their annual Statement of Assurance and one Director identified compliance issues.
- The council prepares and publishes an Annual Governance Statement which reflects on the adequacy and effectiveness of the council's governance arrangements. This is independently considered by External Audit and published with the Annual Accounts and separately on a dedicated [governance web page](#).
- The annual review of governance arrangements for the council's at Arm's Length External Organisation (ALEO) and key external service providers has not highlighted any areas for improvement.
- The annual review of the Local Code of Corporate Governance was completed and the revised Code was approved by committee and re-published on the council's website.
- Committee meetings were held in public and all agendas, reports and decisions were published (except those exempt under the Local Government (Scotland) Act 1973) on the council's website.
- The Risk and Audit Scrutiny Committee considered the adequacy and effectiveness of the council's governance arrangements and internal control environment and approved the Annual Governance Statement and Accounts.
- Outcomes from internal audit activity were reported to the Senior Management Team and to the Risk and Audit Scrutiny Committee.
- Outcomes from external audit and inspection activity is reported to the appropriate committee.
- The council's latest Best Value Assurance Review concluded that the "council performs very well, benefits from strong leadership, clear direction and displays many of the characteristics of best value". Significant progress has been made against the improvement action plan and progress has been reported to the Senior Management Team and the Performance and Review Scrutiny Forum.
- During 2019-20, the council were the subject of a joint inspection of services for children and young people in need of care and protection and are awaiting the outcome of this which has been delayed due to COVID-19.

COVID-19 Governance Arrangements

During March 2020, the council's governance arrangements were impacted by the COVID-19 pandemic and the resulting requirement to amend governance arrangements and normal business operations in response to unprecedented circumstances.

This event has tested the council's Risk Management Framework and has expedited new ways of working to allow the council to continue to deliver normal services in conjunction with a responsibility to be facilitators and administrators of new sources of central government funding and wider emergency support mechanisms to the community at this time. Robust resilience arrangements and controls have been put in place to manage the impacts of the pandemic. However, it is recognised that the nature, scale and prolonged period of the issues arising from COVID-19 and its potential impacts present unprecedented challenges to the council.

There has been significant disruption to 'business as usual' impacting on both established service delivery and pre-existing governance arrangements.

The council has proven itself as able to respond to unprecedented circumstances and the pressures arising therefrom, not least as a Category One Emergency Responder. Where required, Internal Audit has reviewed internal controls within new processes to ensure that these are proportionate and pragmatic within the context of time pressures to make a new service accessible to South Lanarkshire residents and businesses.

As the council is unable to hold committee meetings in public, a temporary decision-making arrangement (as outlined in the council's Scheme of Delegation) was put into place to ensure that the business of the council continued. This arrangement means that council business is being considered by the Chief Executive in consultation with all political group leaders. To ensure transparency, committee reports have continued to be published ahead of the date of the scheduled committee, and a note on decisions taken is also published on the council's website on the day that the meeting was due to take place.

In terms of the council's capacity and capability to respond to the pandemic, a number of measures have been put in place at both a strategic and operational level. Key examples include: regular councillor/senior management meetings and briefings; new communication platforms and additional arrangements to support employees working from home; the redeployment of employees to support the operation of hubs for the children of key workers and a Community Wellbeing Helpline in parallel with the Shielding initiative to support those who are self-isolating or otherwise made vulnerable by the impacts of the pandemic; the delivery of community meals; and facilitating business and employability supports.

The council recognises the invaluable support received from partners, third sector providers and local people within our communities in responding to the pandemic which has further expanded the council's capacity to respond.

In the longer term, plans for returning to 'business as usual' and 'pandemic recovery' are currently in development and the latter will be a significant area of work for the council and has therefore been highlighted as such in Section 7 of this statement. The financial impacts on the council and the resulting loss of income during this period has been closely monitored. As the impacts of COVID-19 have continued into the current financial year 2020-21, these will be considered in more detail when preparing the Annual Governance Statement for 2020-21.

6. Review of Effectiveness

The review of governance arrangements for 2019-20 has also considered the following assurance outcomes:-

Group Assurances

In respect of the Joint Boards, Charities and Companies that fall within the council's group boundary, the review of their internal financial control systems is informed by:-

- Annual Governance Statements included in the respective financial statements of the Joint Boards;
- Assurances from company directors and/or other senior company officials; and
- The work of the relevant bodies respective external auditors (and where relevant internal auditors) and other interim reports.

The Executive Director of Finance and Corporate Resources, the council's Chief Financial Officer, has considered the effectiveness of the group's internal financial control system for the year ended 31 March 2020. It is the Executive Director of Finance and Corporate Resources' opinion that reasonable assurance can be placed on its effectiveness.

Internal Assurance

It should be noted that the following opinions were formed in the period before revised service delivery arrangements took effect as a result of the COVID-19 pandemic.

It is the opinion of the council's Risk Management Service that a good level of assurance can be placed on the council's strategic risk control environment and a good level of assurance can be placed on the council's operational risk control environment.

It is the opinion of the council's Audit and Compliance Manager that, overall, reasonable assurance can be placed on the adequacy and effectiveness of the council's framework of governance, risk management and control arrangements for the year ending 31 March 2020.

7. Significant Governance Areas

The **2018-19 Annual Governance Statement** identified 10 significant governance areas that the council were working to address. Progress updates can be found on the council's website; see the [\[add link to June RASC report\]](#). Of these areas, three have progressed and are now embedded in our processes, the other seven remain as significant areas of action for the council moving forward into 2020-21 and will continue to be monitored as such.

Through the 2019-20 annual governance review, the following areas which outline the actions being taken to address them have been identified as significant areas of work for the council during 2020-21. Seven of these actions have been carried forward from the 2018-19 statement:-

No.	Areas identified in 2019-20	Actions	Lead Officer
1	COVID-19 pandemic The council will continue to respond to matters arising from the COVID-19 pandemic	The council will continue to monitor national guidance; maintain ongoing resilience arrangements; and implement further measures as and when required in response to the pandemic.	Chief Executive

No.	Areas identified in 2019-20	Actions	Lead Officer
		<p>A recovery working group has been established with the remit to develop a council recovery plan for implementation.</p> <p>The plan will focus on the following four themes:-</p> <ul style="list-style-type: none"> • Council Services; • Business Support; • Health and Social Care Partnership; and • Community Groups <p>Corporate and Resource risk registers will continue to be monitored and updated to reflect national and local developments.</p>	
2	<p>Brexit</p> <p>Impact of the UK leaving the European Union on the council</p>	<p>The potential implications for the council in relation to:-</p> <ul style="list-style-type: none"> • Funding and finance; • Workforce and employment; • Procurement and trade; • Legislation; and • Support to local businesses <p>have been considered and the council will continue to closely monitor the situation with contingency arrangements being implemented where required.</p>	<p>Director of Finance and Corporate Resources</p>
3	<p>I.T Infrastructure</p> <p>Migration of computer systems to an external provider.</p>	<ul style="list-style-type: none"> • Conduct procurement to identify and award contract for external hosting services. • Complete planning for migration of all computer systems from Caird Data Centre. • Complete preparatory work to set up new network hubs. • Commence move of IT systems to new provider. 	<p>Director of Finance and Corporate Resources</p>
4	<p>Cyber Resilience</p> <p>Compliance with legislative and regulatory policy</p>	<ul style="list-style-type: none"> • Maintaining Public Sector Network (PSN) accreditation and instilling an ethos of ongoing compliance. • Continued compliance and accreditation to Cyber Essentials Plus. • Moving forward working towards the guidelines outlined within the Scottish Public Sector Cyber Resilience Framework. • Continued awareness training for all SLC staff around the area of Cyber Resilience. 	<p>Director of Finance and Corporate Resources</p>

No.	Areas identified in 2019-20	Actions	Lead Officer
5	Participatory Budgeting 1% of the council's budget to be subject to Participatory Budgeting	<p>By 2021 all Scottish councils are required to commit 1% of their budget to Participatory Budgeting (with the "council budget" being defined as the council's Total Estimated Expenditure (TEE) less Assumed Council Tax Income both taken from the Government's Finance Settlement).</p> <p>Councillor's awareness sessions have been conducted and a webinar made available for councillors.</p> <p>Further update reports will be submitted to committee.</p>	Director of Finance and Corporate Resources
6	Financial Challenges Reduction in council funding, resulting in difficulties maintaining front line services	<p>The council faces a challenging situation in the medium to long-term because of reduced funding in real terms, rising costs and an increase in demand.</p> <p>The council has developed a long-term strategy which identifies budget pressures, future risks and uncertainties, and projects budget gaps to 2028-29.</p> <p>The Budget Strategy for 2021-22 will be updated and presented to councillors during autumn 2020.</p>	Director of Finance and Corporate Resources
7	GDPR Compliance with the new General Data Protection Regulations (GDPR)	<p>GDPR came into effect on 25 May 2018. The council is progressing its GDPR action plan and has appointed a Data Protection Officer; approved an Information Security Policy; completed an information audit; and delivered internal and external training.</p> <p>The council is currently in the process of developing and implementing a new file plan system to provide a greater level of control over the management of all data held by the council. Stage One was completed December 2018 and Stage Two is ongoing and work is taking place to implement a case management system to be used by Councillors.</p> <p>Work is ongoing to improve performance relating to requests for information. An action plan has been developed and is being implemented. This is being monitored by the Senior Management Team.</p>	Director of Finance and Corporate Resources

No.	Areas identified in 2019-20	Actions	Lead Officer
8	<p>Integrated Joint Board – Health and Social Care</p> <p>The need for the council to deliver the objectives set out in the Integrated Joint Board (IJB) Strategic Commissioning Plan 2019-22</p>	<p>The current strategic direction set out and approved by the IJB is detailed within the Strategic Commissioning Plan. The council and NHS Board are required to deploy their resources in line with this strategic direction.</p> <p>The IJB issues Directions that set out the key actions to be delivered by the council during the year 2020-21 and these Directions were agreed by the IJB at its special budget meeting in March 2020.</p> <p>The council will provide progress updates against Directions for which it is the lead organisation.</p>	<p>Director, Health and Social Care, South Lanarkshire Health and Social Care Partnership</p>
9	<p>Integrated Joint Board – Health and Social Care</p> <p>The need for the council to deliver improvements within Care at Home to meet regulatory requirements</p>	<p>Following inspection activity in the latter half of 2019, the Care Inspectorate identified concerns in the delivery of Care at Home services in both the Hamilton and Rutherglen/Cambuslang services.</p> <p>Improvement plans have been devised and are being progressed by the services with progress overseen by a Programme Board. Regular updates on progress are provided to the Health and Social Care Partnership Senior Management Team; the council's Senior Management Team; the Social Work Committee; and the Integrated Joint Board.</p>	<p>Director, Health and Social Care, South Lanarkshire Health and Social Care Partnership</p>
10	<p>National expansion in early years education and childcare provision</p> <p>The council is likely to face challenges in acquiring the necessary physical assets and staffing levels to meet the commitments by 2020</p>	<p>The impact of the COVID-19 pandemic and the announcement by the Scottish Government to close all schools and educational settings from 20 March 2020 for an indefinite period will result in a delay in meeting the target dates for the full delivery of 1140 hours early learning and childcare by August 2020.</p> <p>COSLA have intimated to councils the extension given in legislation to the timeframe for the delivery of 1140 hours. This will be subject to review by the council in partnership with the Scottish Government.</p> <p>Strategic and operational plans are in place with key milestones identified in terms of infra-structure, financial, personnel, quality standards, training and</p>	<p>Director of Education Resources</p>

No.	Areas identified in 2019-20	Actions	Lead Officer
		<p>recruitment and on consultation with partners and parents.</p> <p>Regular reporting mechanisms are also in place with updates provided to committee including engagement with partner providers to increase private and third sector partnership.</p>	
11	Welfare Reform Impact of Welfare Reform on council services	<p>Regular update reports on Welfare Reform are provided to the Senior Management Team (SMT), committee and the Community Planning Partnership (CPP) Board to ensure effective partnership working. During the year, a Welfare Reform Workshop was held with Partners and Third Sector Organisations. As a result, the Welfare Reform information provided to the SMT and the CPP Board and the membership of the Welfare Reform Group is being reviewed.</p> <p>During 2020-21, the council will be looking at the structures and services used to support those affected by Welfare Reform.</p>	Director of Finance and Corporate Resources
12	Review of Community Planning Provide support to the review of Community Planning arrangements	<p>During 2019, the Community Planning Partnership Board undertook a self-assessment of the current Community Planning arrangements. Improvement actions were later supplemented by the recommendations from the council's Best Value Assurance Review and a group has been set up to take these forward.</p> <p>The review group will consider several key areas including structures, governance and accountability arrangements and the council will provide resources to support the group and the implementation of the agreed actions.</p>	Director of Finance and Corporate Resources

8. Summary

The annual review of governance arrangements across the council and overall compliance with the council's Code demonstrate sufficient evidence that the Code's principles of Delivering Good Governance in Local Government operated effectively and that the council complies with its Code.

During 2020-21, steps will be taken to address the significant governance areas highlighted in this statement to further strengthen the council's governance arrangements and evidence our commitment to continuous improvement.

John Ross
Leader of the Council

Signature:

Date:

Cleland Sneddon
Chief Executive

Signature:

Date:

Paul Manning
Executive Director (Finance and Corporate Resources)

Signature:

Date: