



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 22 February 2021

Dear Councillor

Performance and Review Scrutiny Forum

The Members listed below are requested to attend a meeting of the above Forum to be held as follows:-

Date: Tuesday, 02 March 2021

Time: 09:30

Venue: By Microsoft Teams,

The business to be considered at the meeting is listed overleaf.

Yours sincerely

Cleland Sneddon
Chief Executive

Members

John Ross (Chair), Alex Allison, Robert Brown, Maureen Chalmers, Gerry Convery, Peter Craig, Maureen Devlin, Joe Fagan, Katy Loudon, Jared Wark

Substitutes

John Anderson, Stephanie Callaghan, Ann Le Blond, Eileen Logan, Monique McAdams, Mark McGeever, Richard Nelson

BUSINESS

1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 3 - 6
Minutes of the meeting of the Performance and Review Scrutiny Forum held on 8 December 2020 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

- 3 **Resource Plans and Connect Reporting 2021/2022** 7 - 12
Report dated 19 February 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **IMPROVe Red and Amber Results at Quarter 2, 2020/2021** 13 - 22
Report dated 19 February 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **The City of Edinburgh Council Best Value Assurance Report (BVAR) Published by the Accounts Commission** 23 - 26
Report dated 9 February 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Urgent Business

- 6 **Urgent Business**
Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name: Stuart McLeod

Clerk Telephone: 01698 454815

Clerk Email: stuart.mcleod@southlanarkshire.gov.uk

PERFORMANCE AND REVIEW SCRUTINY FORUM

2

Minutes of meeting held via Microsoft Teams on 8 December 2020

Chair:

Councillor Maureen Chalmers

Councillors Present:

Councillor Alex Allison, Councillor Robert Brown, Councillor Stephanie Callaghan (*substitute for Councillor John Ross*), Councillor Gerry Convery, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Joe Fagan, Councillor Katy Loudon, Councillor Jared Wark

Councillor's Apology:

Councillor John Ross (Chair)

Attending:

Chief Executive's Service

C Sneddon, Chief Executive

Community and Enterprise Resources

S Clelland, Head of Fleet and Environmental Services; P Elliott, Head of Planning and Economic Development; C Park, Engineering Manager; A McKinnon, Head of Facilities, Waste and Grounds Services

Education Resources

D Dickson, Education Operations Manager

Finance and Corporate Resources

P Manning, Executive Director; T Little, Head of Communications and Strategy; S McLeod, Administration Officer; N Reid, Improvement and Community Planning Manager; L Wyllie, Administration Assistant

Housing and Technical Resources

L Hayes, Performance and Support Adviser

Social Work Resources

L Purdie, Head of Children and Justice Services

Also Attending:

South Lanarkshire Leisure and Culture Limited (SLLC)

D Booth, General Manager

Appointment of Chair

In terms of Standing Order No 32(b), Councillor Chalmers was appointed Chair for this meeting.

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Performance and Review Scrutiny Forum held on 29 September 2020 were submitted for approval as a correct record.

The Forum decided: that the minutes be approved as a correct record.

3 Council Plan 'Connect' 2017 to 2022 – Quarter 2 Progress Report 2020/2021

A report dated 12 November 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the progress of 'Connect', the Council Plan 2017 to 2022, at the Quarter 2 Stage of 2020/2021.

'Connect' detailed the Council's vision, values, ambitions and objectives to be delivered in the 5 year period of the Plan. Progress made on key objectives was summarised in the report. Of the 98 measures nominated for reporting against the Plan in 2020/2021:-

- ◆ 0 projects had been completed
- ◆ 64 had met their timescale or target as per expectations
- ◆ 11 had minor slippage against timescale or minor shortfall against target
- ◆ 1 had major slippage against timescale or major shortfall against target
- ◆ 22 were contextual or would be reported on at a later stage

The 'Connect' Performance Report for Quarter 2, 2020/2021, covering the period to the end of September 2020, was attached as Appendix 1 to the report.

To aid scrutiny, additional analysis of the measures that had been identified as 'contextual' or 'report later' in the Quarter 4 Progress Report 2019/2020, considered by the Forum at its meeting on 29 September 2020, had been undertaken. Of the 15 measures which had been identified as 'contextual' or 'report later':-

- ◆ figures for the 6 'contextual' measures had been provided in the previous report to the Forum
- ◆ 3 had been 'report later' as they were Local Government Benchmarking Framework indicators, for which the results would not be published until February 2021
- ◆ an update on the status and an explanatory narrative in relation to the remaining 6 'report later' measures were provided in Appendix 2 to the report

As a result of the COVID-19 pandemic, the Council had been forced to suspend or reduce a number of services that could not be continued in full due to government advice, including adhering to physical distancing requirements for service users and employees. The Council had also been obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses and there had been an inevitable impact on performance in some areas.

The Education Operations Manager responded to a member's question regarding the rollout of the 1140 hours expansion and another member asked that her thanks, to everyone involved in overcoming the challenges presented by the COVID-19 pandemic in opening the Millburn Early Learning and Childcare facility on 7 December 2020, be recorded.

The Forum decided:

- (1) that the 'Connect' Quarter 2 Progress Report 2020/2021, attached as Appendix 1 to the report, be noted;
- (2) that the progress and key achievements made in terms of the reporting measures contained in Connect, as detailed in the report, be noted; and
- (3) that the additional scrutiny of the updated status of those measures identified as 'report later' in the 'Connect' Quarter 2 Progress Report 2019/2020, as detailed at Appendix 2 to the report, be noted.

[Reference: Minutes of 18 June 2019 (Paragraph 3)]

4 Self-Assessment and Improvement Activity Annual Update 2019/2020

A report dated 4 November 2020 by the Executive Director (Finance and Corporate Resources) was submitted providing a summary of the information contained within the Audit Scotland Report entitled 'Local Government in Scotland: Overview 2020'.

Audit Scotland published an overview report each year on behalf of the Accounts Commission, covering key areas of current and future activity relative to local government and providing an opinion on how those were, or should be, managed.

The report had been produced prior to the COVID-19 pandemic and had been issued after careful consideration as, although the environment in which councils operated had changed dramatically, the Accounts Commission believed that the report contained important messages that would be helpful as part of the recovery.

The report, which could be accessed on the Audit Scotland website, was divided into the following 3 parts:-

- ◆ Part 1 The challenges
- ◆ Part 2 Doing things differently
- ◆ Part 3 Service case study

A number of key messages arising from the report were outlined, including recommendations for councils. Details of the recommendations were provided, together with an assessment of the position for this Council.

In response to a member's question in relation to the implications on service delivery if local government funding continued to be reduced, the Chief Executive stated that:-

- ◆ Audit Scotland had begun to recognise that stresses were appearing in local government due to the financial challenges being faced and acknowledged that there had been a change in local government performance as a result of the budget reductions implemented during the previous 12 years
- ◆ if the Council was unable to maintain all of its services to an appropriate standard, it would be faced with increasingly difficult decisions in terms of addressing priorities and allocating resources to the areas that would have the greatest effect in terms of Council policies and would need to consider service delivery in terms of what was statutory and non-statutory and where resources needed to be allocated

The Forum decided: that the key messages and recommendations contained in the Audit Scotland Report entitled 'Local Government in Scotland: Overview 2020' be noted.

[Reference: Minutes of 18 June 2019 (Paragraph 5)]

5 Dundee City Council and Aberdeenshire Council Best Value Assurance Reports (BVARs) Published by the Accounts Commission

A report dated 4 November 2020 by the Executive Director (Finance and Corporate Resources) was submitted on Best Value Assurance Reports (BVARs) that had been published by the Accounts Commission since the previous meeting of the Forum.

The report provided details of the key themes and recommendations included in the BVARs in relation to the following councils:-

- ◆ Dundee City Council – published on 29 September 2020

- ◆ Aberdeenshire Council – published on 22 October 2020

The Forum decided: that the report be noted.

6 Urgent Business

There were no items of urgent business.

Report

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	2 March 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Resource Plans and Connect Reporting 2021/2022
----------	---

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Forum with an overview of key issues identified within the latest Resource Plans and indicate the number and spread of measures for reporting against the Council Plan for 2021/2022

2. Recommendation(s)

2.1. The Forum is asked to approve the following recommendation(s):-

- (1) that the key issues and areas of interest identified within the latest Resource Plans, detailed at Table 1, be noted; and
- (2) that the number and spread of measures to be reported against Resource Plans and the Council Plan Connect in 2021/2022, shown at table 2, be noted.

3. Background

- 3.1. The 2020/2021 Resource Plans were reviewed and developed according to a new shorter format and revised Resource Planning Guidance. This resulted in a suite of Plans which were much shorter and more sharply focused on priorities than previously.
- 3.2. The Resource Plans were approved by Resource Committees after the 2020 summer recess, and a report on the new format and approach was presented to the Performance and Review Scrutiny Forum on 29 September 2020. Although the impact of Covid resulted in the Plans being approved late in the year, the Plans were developed within an accelerated timescale over the summer months.
- 3.3. This report now presents an overview of key issues within the Resource Plans 2021/2022, which have been developed in line with the new format and timetable. The report also provides an overview of how the Council Plan, Connect, will be reported in this financial year.

4. Resource Planning Process 2021/2022

Horizon-scanning for Key Areas of Focus

- 4.1. As in the 2020/2021 Plans, Resources have undertaken a horizon-scanning and situational-awareness exercise covering Social Change, Legislation and Policies; Areas for Improvement, including Local Government Benchmarking Framework

(LGBF), customer views and external inspection results; and other triggers for action such as top risks.

- 4.2. From this exercise, a maximum of ten areas are selected for inclusion and development in the Resource Plans. These are shown in table 1 below and are provided to supply the Forum with an overview of the most significant Resource Plan issues identified for 2021/2022.

Table 1: Key areas of focus in draft Resource Plans 2021/2022

Community and Enterprise	<ul style="list-style-type: none"> • Covid-19 Response and Recovery • Economic Restart and Recovery • Service Response to Brexit • Sustainable Development and Climate Change • Fair, Healthy and Sustainable Food System • Zero Waste Plan and Circular Economy • Glasgow City Region City Deal • The Future Delivery of Culture and Leisure Provision • Legislative and Policy Changes
Education	<ul style="list-style-type: none"> • COVID-19 Response and Recovery • Support for schools and educational settings • Health and Wellbeing • Curriculum and Attainment • Curriculum • Digital learning • Attachment • Counselling through schools • Early learning and childcare • Equity
Finance and Corporate	<ul style="list-style-type: none"> • COVID-19 Response and Recovery • Deliver effective Employability Services to support Economic Recovery • Financial Strategy • Develop a programme of Service Reviews supporting Service Recovery • Deepening Community Engagement • EU exit • Strategic digital developments • Embed Equalities and Workforce Planning in Recovery Process • Renewing corporate planning • Community Wealth Building
Housing and Technical	<ul style="list-style-type: none"> • COVID-19 Response and Recovery • Service Response to Brexit • Financial Considerations • Preventing and Alleviating Homelessness • Continuing to improve the supply and availability of housing • Provision of Services to Gypsy/Travellers • Health and Social Care • Development of Integrated Housing and Property Management System • Health and Safety • Asset Management

Social Work	<ul style="list-style-type: none"> • COVID19 Response and Recovery • Delivering the strategic commissioning plan intentions • Transformation and service improvement programme • Independent review of adult social care • Challenges and service demand • Top risks • Statutory requirements • The financial outlook
-------------	---

- 4.3. For the 2021/2022 Plans, particular emphasis has been placed on enhancing two key aspects of the Resource Plans: a clearer focus on outcomes, and development of SMART measures.

Clearer Focus on Outcomes

- 4.4. For 2021/2022, Resources have re-cast their objectives as outcomes, focusing on outputs and results rather than activities and processes. Overall, this has reduced the complexity of the Resource Plans, with 51 Resource Objectives (across all Plans) being rolled up into 40 Resource Outcomes.

Development of SMART Measures

- 4.5. Guidance on developing SMART measures was issued in November along with a critical friend assessment of the SMART status of existing Resource Plan measures. The guidance focused on identifying suitable criteria for SMART measures and showing how these could be used to self-assess existing and future measures. All measures within the 2021/2022 Resource Plans have been reviewed with a view to improving the quality of measures which will be reported throughout the year.

5. Resource Plans – Objectives, Measures and the Link to Connect

- 5.1. Resources have used the four Connect priorities to generate their own Resource outcomes, supported by a range of actions and measures. Recognising that the Council continually aims to improve and ensure effective and efficient use of resources, additional actions and measures have been developed under the heading Delivering the Plan and achieving Best Value.
- 5.2. In 2021/2022 there are 40 Resource outcomes, which is a reduction of 11 (22%) from the previous year's Resource objectives.
- 5.3. For 2021/2022, a total of 245 measures have been identified within the draft Resource Plans. This compares with 230 measures for 2020/2021, an increase of 14 (6%). Of those, 84 (34%) have been identified for reporting progress of Connect. This compares with 89 (39%) measures reported against Connect in 2020/2021, a decrease of 5 (6%).
- 5.4. **Table 2** below shows the number of measures within each Resource Plan and the proposed number of measures to be reported against Connect in 2021/2022. Resource Plan measures are checked against the 'Next Steps' in the Council Plan to assess coverage, to ensure that progress reporting is consistent, comprehensive and relevant to the vision and ambitions as set out in the Council Plan.
- 5.5. The figures shown below are based on the draft Resource Plans, as at January 2021, and final numbers may vary slightly on conclusion of internal cross-checking exercises to enhance consistency and reduce duplication.

Table 2: Reduction in number of measures to be reported against Resource Plans and Connect 2020/2021 to 2021/2022

	Number of measures	
	2020/2021	2021/2022
Community and Enterprise	45	48
Education	24	47
Finance and Corporate	48	46
Housing and Technical	76	66
Social Work	37	38
TOTAL (Resource Plans)	230	245
Council Plan, Connect	89	84

(Note – figures correct per draft Resource Plans, as at January 2021; the number of measures may change prior to the Forum meeting due to internal cross-checks and adjustments to improve consistency)

6. Next Steps

- 6.1. The approach taken for the 2021/2022 Resource Plans means that they have been developed considerably earlier than in previous years. The approval route and sequence will also depart from the usual practice, with the draft Plans being presented to the Executive Committee in April at the start of the new financial year.

7. Employee Implications

- 7.1. There are no direct employee implications.

8. Financial Implications

- 8.1. There are no direct financial implications.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. There are no direct climate change, sustainability and natural environment implications arising from this report.

10. Other Implications

- 10.1. Considering the detail of the report and identifying actions as appropriate contribute towards effective risk management.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 11.2. Consultation was undertaken internally on the Resource Planning Guidance through an officer group with representation from all Resources.

Paul Manning

Executive Director (Finance and Corporate Resources)

19 February 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Promote Performance Management and Improvement

Previous References

- ◆ Performance and Review Scrutiny Forum - 29 September 2020

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

E-mail: Tom.Little@southlanarkshire.gov.uk

Report

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	2 March 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	IMPROVe Red and Amber Results at Quarter 2, 2020/2021
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Performance and Review Scrutiny Forum with summary information on performance measures where IMPROVe results (at Quarter 2, 2020/2021) were recorded as either red or amber

2. Recommendation(s)

2.1. The Forum is asked to approve the following recommendation(s):-

- (1) that the detail relating to red and amber results be noted; and
- (2) that remedial action or mitigation be noted.

3. Background

3.1. In May 2011, the Forum noted proposals to report summary performance information where Quarter 2 IMPROVe results for Connect and Resources' priorities were recorded as being either red or amber. This approach enables a more targeted response to performance reporting. The definition relating to red and amber status is as follows:-

Status	Definition
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target

3.2. The information included within this report and Appendix 1 is a summary of the red and amber results from the Quarter 2 progress reports already reported to Performance and Review Scrutiny Forum (PRSF) (for Connect) and relevant Resource Committees (Resource Plan measures). The information in respect of red and amber measures is presented to the Forum to enable more detailed consideration and scrutiny as appropriate.

3.3. In addition to working towards the four Connect Priorities, the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the theme Delivering the Plan and achieving Best Value.

- 3.4. As the Forum is aware, due to the Covid 19 pandemic, the Council was forced to suspend or reduce a number of services that could not be continued in full due to government advice, including adhering to physical distancing requirements for residents and for staff. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. There has been an inevitable impact on performance in some areas.

4. Quarter 2 2020/2021 Red and Amber Results

- 4.1. In 2020/2021 there are 237 measures across all Resources under the four Connect Priorities, and the theme Delivering the Plan and achieving Best Value. The majority of these (216 or 91%) were reported as blue/green/report later at Q2, with the remaining 21 measures reported as red or amber.
- 4.2. Appendix 1 includes details of red and amber performance results across all Resources. Table 1 below provides a summary of the results by Resource over the last few years.

Table 1 – Red and amber performance results by Resource

Resource	Amber			Red			Total		
	18/19	19/20	20/21	18/19	19/20	20/21	18/19	19/20	20/21
Community and Enterprise	6	5	9	-	2	-	6	7	9
Education	-	5	4	-	2	-	-	7	4
Finance and Corporate	2	8	2	-	4	-	2	12	2
Housing and Technical	-	3	3	-	1	1	-	4	4
Social Work	1	3	-	-	3	2	1	6	2
Total	9	24	18	0	12	3	9	36	21

- 4.3. There is a decrease in the number of red and amber measures reported in comparison to the previous year. This is due in part to a continuing, comprehensive review of measures and targets which has resulted in fewer measures overall and greater clarity on when measures would be classed as green, amber or red.
- 4.4. Table 2 below shows the results for 2020/2021 by Priority/theme.

Table 2 – Analysis per Priority/theme: 2020/2021

Connect Priority/theme	Amber	Red	Total
Ensure communities are safe, strong and sustainable	5	3	8
Get it right for children and young people	3	-	3
Improve health, care and well-being	2	-	2
Promote sustainable and inclusive economic growth and tackle disadvantage	6	-	6
Delivering the Plan and achieving Best Value	2	-	2
Total	18	3	21

- 4.5. A detailed explanation on progress to date is included in Appendix 1 under the Priority/theme. These explanations provide details surrounding the circumstances which have given rise to the red or amber status, including unforeseen changes in timescales or circumstances, or work being underway but not yet complete. Progress updates provide revised timescales for completion, where relevant, and management action.

5. Next Steps

- 5.1. The Forum is asked to note the detail included within Appendix 1.

6. Employee Implications

- 6.1. The Priorities noted in the Council Plan will inform the Resource Plans and in turn the Performance Appraisal process for individual employees.

7. Financial Implications

- 7.1. Provision for meeting the Council Plan's priorities is reflected in both the Revenue and Capital budgets, and longer term, within the framework of the Council's approved Financial Strategy.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. Any Climate Change, Sustainability and Environmental implications relating to this report have been considered as part of the Resource Planning process.

9. Other Implications

- 9.1. None.
- 9.2. In respect of risk, the detail of this report will provide the Forum with targeted performance information on a timely basis to allow it to adequately perform its scrutiny role.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. Equality Impact Assessments will be undertaken in line with the various actions in Connect, as appropriate. This report does not introduce a new policy, function or strategy, or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 10.2. Many of the Connect priorities and actions detailed within the Plan reflect ongoing work programmes implemented to address local and national priorities. Extensive consultation, therefore, has already taken place in relation to a significant proportion of the priorities and actions outlined in the Plan.

Paul Manning

Executive Director (Finance and Corporate Resources)

19 February 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Promote Performance Management and Improvement

Previous References

- ◆ Report to Performance and Review Scrutiny Forum 31 May 2011: Performance and Review Scrutiny Forum - Performance Reporting Arrangements

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-
Tom Little, Head of Communications and Strategy
Ext: 4904 (Tel: 01698 454904)
E-mail: tom.little@southlanarkshire.gov.uk

Ensure communities are safe, strong and sustainable

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2017/18	2018/19	2019/20
Improve the quality, access and availability of housing	No of times we did not, meet our obligation to complete the annual gas safety check by annual anniversary date	865 annual gas safety checks did not meet their annual anniversary date due to the service being disrupted due to Covid 19, including households isolating.	Red	0	865	0	0	7
Project Management of Schools Projects and General Services Projects	General Services Programme - Target spend achieved	Spend to Q2 £16,827,385.90. Annual target (revised predicted spend) £85,018,175. Behind original programme due to Covid 19.	Amber	-	-	-	-	-
Deepening community engagement	Inform and upskill South Lanarkshire communities to enable them to engage in Participatory Budgeting processes	Tools have been designed and a consultation page set up, and work is under way on materials for distribution to communities. An awareness raising programme has been developed and will be delivered to local people and third sector network in Quarters 3 and 4 to ensure understanding of the aims of Participatory Budgeting (PB) approaches. More specific work will be delivered around the local PB budgets which are still being shaped at strategic level and will send a positive message of communities getting a say in how budgets and resources are allocated.	Amber	-	-	-	-	-
Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all	75% of offenders on Community Payback Order (CPO) unpaid work requirement are seen within 5 working days by their case manager	To date, 54% (30 out of 56) of offenders have had their induction within the required timescale. The fall in performance is due to Covid 19, as the unpaid work service could not run in quarter 1, therefore, creating a back log. This will be monitored by management	Red	-	54.0%	78.0%	80.0%	77.0%
	75% of people starting their placement within 7 days of a CPO unpaid work	The Unpaid Work Service could not run due to Covid 19. To date 39% of placements started within 7 days. There have been 56 unpaid work orders commenced to date and 45 of those have now started a placement albeit out with timescale.	Red	-	39.0%	81.0%	77.0%	77.0%

Ensure communities are safe, strong and sustainable

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	Target	To Date	2017/18	2018/19	2019/20
Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Review town centre strategies to establish the impact and outcomes of Covid 19 and refocus support for town centres to aid recovery	The appropriate response to Covid 19 impacts continues to evolve. Impacts on town centres continue to be monitored, with strategies being reviewed and actions updated accordingly in order to ensure the best response to the changing dynamics of town centres. Officers in Planning and Economic Development services are working closely to review and consider how planning policy can support and enable development / re-provision of existing space within town centres to ensure their ongoing sustainability.	Amber	-	-	-	-	-
Promote continued growth and regeneration through sustainable economic and social development within a low carbon economy, and guide decision making on the location of new development and regeneration	Adopt Local Development Plan 2	Proposed South Lanarkshire Local Development Plan 2 was submitted for examination to the Scottish Ministers in April 2019. The examination began at the start of October 2019 and the Reporters Examination Report was received in September 2020 after a delay due to Covid 19 restrictions. A report to the Planning Committee in December 2020 recommended all of the proposed changes be accepted and approval to proceed to adoption of the Plan was agreed. It is anticipated that the Plan will be formally adopted in quarter one of 2021-22 subject to approval to do so by Scottish Ministers and the six week period for parties to seek a judicial review.	Amber	-	-	-	-	-
Agree and implement vacant and derelict / contaminated land programme	Implement projects approved within the Vacant and Derelict Land Fund framework (as per agreed Scottish Government funding)	Implementation of physical projects have been delayed following the Covid 19 pandemic, resultant lockdown and cessation of construction and enabling contracts. While the construction industry is returning to restart projects, these are necessarily proceeding under reduced capacity in order to implement new safe working conditions, social distancing and following disruption to supply chains. Consequently work is ongoing to reprofile projects.	Amber					

Get it right for children and young people

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2017/18	2018/19	2019/20
Support children and young people to develop their skills for learning, life and work	Increase the uptake of young people on work-based learning through the GradU8 programme by June 2021	<p>Prior to Covid 19, the youth employability team had secured over 1,000 places on GradU8 for senior phase pupils across a wider subject choice and had developed a new timetable model to allow increased take up.</p> <p>However, to achieve physical distancing in colleges and allow young people to safely take part, it was necessary to reduce the courses offered and places available. In October 488 young people started on the programme.</p>	Amber		-			
	Number of young people taking up the offer of foundation apprenticeships	<p>Due to the challenges around Covid 19 and limits on the numbers of young people able to attend college due to physical distancing, the delivery of South Lanarkshire Foundation Apprenticeship (FA) consortium programme was moved from college to newly established hubs in South Lanarkshire Council schools. This reduced the capacity of the programme but allowed those young people who took up the option to be taught in-person without the need for blended learning. 180 young people started the programme in October.</p> <p>The Glasgow FA consortium programme, which South Lanarkshire pupils can access is delivered online for 2020-21 due to the challenges around Covid. 154 pupils commenced in October 2020.</p>	Amber					
	Number of young people taking up the offer of work-based learning and qualifications through the GradU8 programme	488 young people started on GradU8 in October 2020. All young people are working towards qualifications at SCQF level 4 or 5 including a pilot delivery of the new Level 4/5 Foundation Apprenticeship in construction which is being delivered as part of the GradU8 programme. The number of starts is less than the target due to the impact of Covid 19 which has reduced the number of spaces available in order to achieve physical distancing within colleges.	Amber					

Improve health, care and wellbeing

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2017/18	2018/19	2019/20
Continue to let houses efficiently, effectively and fairly	Average time (working days) to complete applications Scottish Social Housing Charter (SSHC)	Completion times for adaptations have been significantly impacted by Covid 19.	Amber	28 days	32.38 days	27 days	29.73 days	24.82 days
Redefine the future delivery of culture and leisure provision in South Lanarkshire	Implement the actions resulting from the South Lanarkshire Leisure and Culture Cross Party Working Group	The work of the Cross Party Working Group had been progressing well but unfortunately meetings were delayed for a few months due to Covid 19. In August 2020, however, the Group began to set the strategic direction for the Trust by agreeing a series of guiding principles to inform the subsequent review work, and to start to shape the Council's ask of South Lanarkshire Leisure and Culture. At its meeting on 8 September 2020, the Working Group agreed a series of activities to be undertaken to develop detailed proposals on a service by service basis.	Amber	-	-	-	-	-

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2017/18	2018/19	2019/20
Support Glasgow City Region City Deal development programmes	Prepare Business case approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet	Implementation of physical projects has been delayed following the Covid 19 pandemic, resultant lockdown and cessation of construction and enabling contracts. While the construction industry is returning to restart projects, these are necessarily proceeding under reduced capacity in order to implement new safe working conditions, social distancing and following disruption to supply chains. Consequently, work is ongoing to reprofile projects.	Amber	-	-		-	-

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2017/18	2018/19	2019/20
Prioritise business development advice, support and financial assistance to ensure businesses are able to continue to operate, whilst creating the right conditions for low carbon economic growth	Programmes, services, and events delivered to businesses around sectors, location, and themes (e.g. food and drink, tourism, construction, low carbon, innovation, internationalisation, collaboration, and young enterprise)	Proposed engagement events have switched to online platforms- eg supplier engagement, Living Wage, Tourism. Others deferred in order to comply with social distancing etc guidelines. However, alternative approaches are being developed with partners and working on new approach as part of recovery strategy.	Amber	-	-	-	-	-
Improve health and wellbeing to enable children and families to flourish	Provide breakfast clubs when safe to do so to support families and to help close the poverty related attainment gap	A risk assessment has been completed to restart breakfast clubs, however, due to the increase in national and local cases and the impact on close contacts self-isolating, we have not been able to restart this service. We will continue to monitor the situation and will restart this provision whenever it is safe to do so.	Amber	-	-	-	-	-
South Lanarkshire is an attractive place to start, grow and locate a business	Number of jobs created or sustained per annum as a direct result of Economic Development intervention	The Council's Business Support Grants were not open from April through to 23 September 2020 and we expect applications from a strong pipeline imminently. The outturn depends on the next stage of lockdown but if trading conditions continue as they are at the moment, then this is likely to be an amber turnout at the year end.	Amber	350	0	1,361	812	943
	Increased value of sales generated by businesses as a direct result of Economic Development intervention	The Council's Business Support Grants were not open from April through to 23 September 2020 and we expect applications from a strong pipeline imminently. The outturn depends on the next stage of lockdown but if trading conditions continue as they are at the moment, then this is likely to be an amber turnout at the year end.	Amber	£5.00m	£0.00m	£23.0m	£13.0m	£11.9m

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2017/18	2018/19	2019/20
	Maintain 3 year business survival rate	The source for Business Demography figures is from the Office for National Statistics (ONS) (2018). The most recent updates to these figures are from July 2020 and these indicated that the 3 year survival rate for registered businesses (or businesses first registered 3 years previously) in South Lanarkshire was 56.3% in the period 2015-18. This represented a drop of -6.2% over the data published last year (the Business Demography figures for 2017) from 62.5% of businesses surviving 3 years in 2014-17, down to 56.3% of registered businesses surviving 3 years between 2015-18. Although below the set target, there was a significant rise in employment rates over the same period so it may be that these people are migrating to paid employment. Leaving self-employment to a job may be seen as a positive outcome for some, though as we move into the large redundancies expected it's possible this flow will reverse.	Amber	62.00%	56.30%	-	-	-

Delivering the Plan and achieving Best Value

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2017/18	2018/19	2019/20
Delivering the Plan and achieving Best Value	Rent collected as a % of rent due in the year (SSHC) (RP)	Performance currently behind target as a result of Covid 19. Ongoing focus on engagement with tenants and improving performance	Amber	96.4%	94.0%	99.3%	99.0%	99.7%
Provide sound financial stewardship and effective strategies	Pay invoices within the target of 28 days	Invoice processing was impacted by the transfer to electronic approvals under Covid 19 but recent performance has improved.	Amber	90.0%	89.0%	95.0%	92.1%	-

Report

5

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	3 March 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	The City of Edinburgh Council Best Value Assurance Report (BVAR) Published by the Accounts Commission
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an overview of the recent BVAR report published by the Accounts Commission

2. Recommendation(s)

2.1. The Forum is asked to approve the following recommendation(s):-

- (1) that the contents of the report be noted.

3. Background

- 3.1. South Lanarkshire Council was audited by Audit Scotland in October and November 2018, with the final report being published by the Accounts Commission on 28 March 2019.
- 3.2. South Lanarkshire Council considered the BVAR at its meeting on 26 June 2019. An action plan was presented to Council for approval, addressing each of the BVAR recommendations.
- 3.3. On 17 September 2019, the Forum agreed to consider summaries of BVAR reports as they are published by the Accounts Commission, in order to place the South Lanarkshire audit in context and keep members informed about noteworthy Best Value developments elsewhere.
- 3.4. This report summarises the key themes and recommendations from the BVAR published since the last meeting of the Performance and Review Scrutiny Forum, namely:-
- ♦ The City of Edinburgh Council (published 26 November 2020)

4. Summary of Key Messages and Recommendations

4.1. The key messages for The City of Edinburgh Council are:-

- ◆ the City of Edinburgh Council has made mixed progress since its 2016 Best Value report. While it has maintained and improved aspects of leadership and service performance, its pace of change in community planning and empowerment, continuous improvement and public reporting has been slow. The council's new workforce plan is not as detailed as its 2016 plan
- ◆ the council has ambitious plans for the city and its surrounding areas. These are not set out in an overarching strategic plan and the council acknowledges that it needs to articulate more clearly its priorities. It intends to use the newly developed 2050 City Vision and the council's Adaptation and Renewal Programme to provide clearer direction
- ◆ the council's political composition – a minority coalition – makes business and decision-making challenging and is particularly resource intensive for officers. Despite these challenges, there are examples of cross-party working. The council has also shown good leadership through its projects to address poverty and sustainability and by making difficult decisions, such as approving plans for Phase 2 of the tram network. The council's senior management team has also driven improvements in asset management, procurement, and risk management
- ◆ the council has a long track record of maintaining revenue expenditure within budget. Over the last five years, the council has made annual savings of between £35 million and £75 million. However, it has had to rely on unplanned savings and, in 2019/2020 and 2020/2021, on reserves to meet funding gaps. This is not sustainable, particularly as it manages the effects of Covid-19. While the council agreed a three-year revenue budget and a ten-year capital budget strategy in early 2020, it does not have a longer-term financial plan to address its significant revenue budget challenges
- ◆ over the last five years, the council has improved its performance across many of its key performance indicators (KPIs). It performs in the top half of councils for around half of the national benchmarking indicators and it performs well relative to other big cities in Scotland. The council has recently improved its performance reporting to elected members, but its public performance reporting information is limited
- ◆ in 2017, the council reported that its Transformation Programme was on track to deliver most of its planned £70.5 million recurring annual savings. It did not produce a final report to confirm whether it achieved this target. Progress reports to elected members on its Change Portfolio – which includes transformation projects – do not set out details of the savings expected or achieved
- ◆ while there are examples of the council working well with its partners, the Community Planning Partnership has made slow progress. The council consults extensively with residents and stakeholders, mainly using traditional surveys. There are examples of innovative and participative community engagement, but community empowerment is not yet embedded in the council's culture
- ◆ there are examples of the council using self-assessment, performance information and feedback to identify improvements. However, the council does not have a structured approach to continuous improvement and corporate self-assessments could more clearly highlight areas for improvement
- ◆ the council's Adaptation and Renewal Programme, developed in response to Covid-19, provides the opportunity to deliver broader change

4.2 The recommendations for The City of Edinburgh Council are that:-

- ◆ as part of its Adaptation and Renewal Programme, the council should: quickly amalgamate its Business Plan and Change Strategy, to provide clearer priorities and direction for the council, prepare sustainable medium and long-term financial plans, and detailed workforce plans, to support its strategic priorities

- ◆ the council should implement a strategic approach to self-evaluation and continuous improvement. This should include better demonstrating how it responds to feedback and scrutiny findings
- ◆ to help them carry out their Best Value responsibilities, elected members should take advantage of the learning and development opportunities provided by the council
- ◆ the council should further improve its performance reporting by: making better use of performance measures and targets, particularly to demonstrate the impact of improvement work; publishing easily accessible, up-to-date performance information on its website
- ◆ in order to make community engagement an integral part of service improvement and delivery, the council should: embed the lessons from effective community engagement activity and clearly communicate the results of, and the council's response to, community consultation; support community groups to complete asset transfers
- ◆ the council should work with the Edinburgh Partnership Board to: implement its new governance arrangements, effectively involve community representatives and deliver improved outcomes for communities; produce progress reports with clear targets, accountable leads and links between the actions taken and the impact on performance

5. Next Steps and Recommendations

- 5.1. All BVAR reports and recommendations are available on the Audit Scotland website.
- 5.2. Further reports will be brought to the Forum as these BVARs are published, to keep Members informed on Best Value themes, topics and developments elsewhere in Scotland.

6. Employee Implications

- 6.1. There are no employee implications.

7. Financial Implications

- 7.1. There are no financial implications.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

9. Other Implications

- 9.1. There are no risk implications as a result of this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 10.2. There was no requirement to undertake any consultation in terms of the information contained in the report.

Paul Manning

Executive Director (Finance and Corporate Resources)

9 February 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Achieve results through leadership, good governance and organisational effectiveness

Previous References

- ◆ None

List of Background Papers

- ◆ The City of Edinburgh Council BVAR published by the Accounts Commission on 26 November 2020

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Neil Reid, Improvement and Community Planning Manager, Finance and Corporate Resources

Ext: 4618 (Tel: 01698 454618)

Email: neil.reid@southlanarkshire.gov.uk