



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 17 January 2022

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, 25 January 2022

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 26 October 2021 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

- 3 Council Plan Connect 2017 to 2022 - Quarter 2 Progress Report 2021/2022** 7 - 42
Report dated 17 December 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 IMPROVe Red and Amber Results at Quarter 2, 2021/2022** 43 - 52
Report dated 13 December 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 South Ayrshire Council Best Value Assurance Report (BVAR) Published by the Accounts Commission** 53 - 56
Report dated 6 January 2022 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 26 October 2021

Chair:

Councillor John Ross

Councillors Present:

Councillor Alex Allison, Councillor Robert Brown, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Peter Craig, Councillor Joe Fagan, Councillor Eileen Logan (*substitute for Councillor Maureen Devlin*), Councillor Katy Loudon

Councillors' Apologies:

Councillor Maureen Devlin, Councillor Jared Wark

Attending:

Chief Executive's Service

C Sneddon, Chief Executive

Community and Enterprise Resources

G Simpson, Development Adviser

Finance and Corporate Resources

P Manning, Executive Director; T Little, Head of Communications and Strategy; S McLeod, Administration Officer; K McVeigh, Head of Personnel Services; L Marshall, Finance Adviser; A Norris, Administration Assistant; N Reid, Improvement and Community Planning Manager; B Teaz, Head of Information Technology

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 17 August 2021 were submitted for approval as a correct record.

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

3 Local Government Benchmarking Framework Update

A report dated 20 September 2021 by the Executive Director (Finance and Corporate Resources) was submitted providing an update on engagement with the Local Government Improvement Service (LGIS) and the Local Government Benchmarking Framework (LGBF) Board regarding development of the Council's use of the Benchmarking Framework.

A number of issues regarding the LGBF had been raised by members at previous meetings of the Forum and were summarised in the report. In view of those issues, officers had met with the Chair of the LGBF Board and the LGBF Project Manager of the LGIS and, as a result, the Council would work with the LGIS to review how it used the LGBF, particularly to refine the selection of indicators to better reflect the Council's priorities within the context of service improvement and to support scrutiny of progress in priority areas.

Several topics of further potential work with the LGIS had also been explored, details of which were provided in the report. This work would be progressed with the LGIS, linking in with the engagement and deliberative processes involved in the new Council Plan and Community Plan, paving the way for a new approach to LGBF analysis and reporting for the next round of LGBF data, due for publication in early 2022.

An update on the work being undertaken with the LGIS, including recommendations for the reporting of the next round of LGBF, would be reported to the Forum at its meeting in January 2022.

Officers responded to members' questions on various aspects of the report.

The Forum decided:

- (1) that the engagement with the Local Government Improvement Service and the Local Government Benchmarking Framework Board in relation to the LGBF be noted;
- (2) that the further work to be undertaken on the Council's use of the LGBF, as detailed in the report, be noted; and
- (3) that it be noted that an update on the work in relation to the Council's use of the LGBF would be submitted to the Forum in January 2022.

[Reference: Minutes of 18 May 2021 (Paragraphs 3 and 4)]

4 Audit Scotland Report – Local Government in Scotland Overview 2021

A report dated 18 October 2021 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 2021'.

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 noted that the COVID-19 pandemic had created unprecedented issues and challenges for councils, their partners and communities. It further noted that the shape of the recovery, renewal curve and the longer-term impacts on the economy, communities and public services were not yet clear.

The Overview 2021 report was the first in a series of reports that would reflect on the evolving and long-term nature of the impact of COVID-19 and considered the initial responses of councils. Future reporting would provide a more detailed analysis of the impact and lessons learned from the pandemic.

The Overview 2021 report, which could be accessed on the Audit Scotland website, considered the impact of the pandemic across the following 3 themes:-

- ◆ communities and people
- ◆ service delivery and partnership working
- ◆ service case study focusing on planning

A number of key messages and lessons learned were detailed in the Overview 2021 report and summarised in the report to the Forum.

Officers responded to members' questions on various aspects of the report.

The Forum decided: that the key messages and recommendations contained in the Audit Scotland Report entitled 'Local Government in Scotland: Overview 2021' be noted.

[Reference: Minutes of 8 December 2020 (Paragraph 4)]

Councillor Craig joined the meeting during this item of business

5 East Dunbartonshire Council Best Value Assurance Report (BVAR) Published by the Accounts Commission

A report dated 29 September 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the Best Value Assurance Report (BVAR) 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 BVAR in relation to East Dunbartonshire Council which had been published on 29 September 2021.

The Forum decided: that the report be noted.

6 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	25 January 2022
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council Plan Connect 2017 to 2022: Quarter 2 Progress Report 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- provide the Council Plan Connect Quarter 2 Progress Report 2021/2022, for the period 1 April 2021 to 30 September 2021

2. Recommendations

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

- (1) that the Connect Quarter 2 Progress Report 2021/2022 summarised at paragraph 4.5 and attached as Appendix 1 of this report, be noted;
- (2) that the key achievements, as detailed in paragraphs 4.6 and 4.7 of this report, be noted; and
- (3) that the additional scrutiny of reporting the updated status of those measures identified as 'report later' as at Quarter 4 2020/2021 as summarised at paragraph 4.8 of this report, be noted.

3. Background

- 3.1. The Council Plan Connect covering the period 2017 to 2022 was approved by the Executive Committee on 8 November 2017 and by South Lanarkshire Council on 8 December 2017. The Plan sets out the Council's vision, values, ambitions and priorities for the five year period.
- 3.2. As part of the performance reporting arrangements introduced in 2007, it was agreed that progress reports on the Council Plan would be provided at the mid-year point (Quarter 2) and at the end of the financial year (Quarter 4).
- 3.3. 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 Progress 2021/2022

- 4.1. The Council Plan offers flexibility, both at the Resource level and from one year to the next, in the choice of actions and measures required to deliver the Council's priorities. Alongside this flexibility, however, comes the requirement to ensure that the golden thread from Council Plan to Resource Plan remains unbroken.

- 4.2. The reporting framework for the Council Plan identifies key measures within Resource Plans which are taken and combined in a Connect report to provide a balanced picture of Council performance against Connect priorities.
- 4.3. A total of 264 measures have been identified from the 2021/2022 Resource Plans. Of those, 108 (41%) have been nominated as key strategic measures for reporting progress against Connect.
- 4.4. Progress to date against all measures is contained in the Connect Quarter 2 Performance Report 2021-22, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

Status	Definition
Blue	Project complete
Green	The timescale or target has been met as per expectations
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
Report later	The information is not yet available to allow us to say whether the target has been reached or not. This will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 4.5. To ensure adequate scrutiny of performance across all Resources, individual Resource Committees receive details of all 'red' measures relating to that Resource including management actions, where applicable.

The overall summary of Connect progress to date is as follows and performance should be considered in the context of the impact of responding to Covid 19:-

Status	Measures			
	Statistical	Project	Total	%
Blue	0	4	4	4 %
Green	28	53	81	75 %
Amber	2	2	4	4 %
Red	0	0	0	0 %
Report later/Contextual	15	4	19	17 %
Totals	45	63	108	100 %

(Data correct as at 17 December 2021)

- 4.6. Progress for the period ending Quarter 2, 2021/2022 on each of the four Connect Priorities and the related achievements have been summarised in the following tables:-

4.6.1.

Connect Priority	Ensure communities are safe, strong and sustainable					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	0	31	2	0	3	36
Achievements	<p>The Larkhall Town Centre Strategy and Action Plan was approved at Community and Enterprise Resources Committee in May 2021. The five year strategy is aimed at developing and coordinating public, private and community-led work in the town centre to ensure it stays lively and community focused.</p> <p>The action plan considers potential activity shaped at revitalising the town centre in six distinct areas of concern:</p> <ul style="list-style-type: none"> • Business support • Parking review • Streetscape review • Town centre maintenance, signage review • An organised voice • Safe events (where and when possible) <p>A litter strategy consultation was launched in August 2021 to capture the views, ideas and issues experienced by communities across South Lanarkshire.</p> <p>The consultation document also lays out the aim to develop a range of plans, policies and initiatives, all designed to drive our commitment to preventing wide ranging litter issues including:</p> <ul style="list-style-type: none"> • Litter Prevention • Dog Fouling • Fly Tipping • Graffiti <p>The results will directly influence the Council's proposed Litter Strategy 2022/2027, as agreed by the Climate Change and Sustainability Committee in February 2021.</p> <p>Social Work Resources provided access to timely support and interventions with 100% of clients seen within 2 days of their Drug Testing and Treatment Orders commencing. Performance continues to exceed the 95% target.</p> <p>As at September 2021, a total of 160 units have been completed at East Whitlawburn.</p> <p>98.9% of response repairs on Council dwellings were completed on time.</p>					

4.6.2.

Connect Priority	Promote sustainable and inclusive economic growth and tackle disadvantage					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	1	20	2	0	2	25
Achievements	<p>The new park and ride facility opened in Cambuslang, offering 256 parking spaces, including new electric vehicle charging infrastructure. This will make it easier than ever to switch from car to train and help to make electric vehicles a viable option for more road users.</p> <p>Previously a derelict site, it is now an asset to the area improving parking in the centre of Cambuslang, supporting sustainable travel and adding to environmental improvements.</p> <p>During quarter two, <i>Lanarkshire Women in Business</i> (LWIB) was launched, following a successful year-long pilot initiative that ran during 2019/2020. The first event was held digitally on Wednesday 8 September 2021 and paves the way for a planned new programme of female focused business support, that will kick-start during spring 2022.</p> <p>1,316 businesses have been supported by Economic Development (via grants, loans or advice), including 1,063 businesses which have been helped through the new Business Gateway contract.</p>					

	We are working with a range of external employers and are seeking innovative approaches to filling Council vacancies through a new employability delivery model that fast tracks a potential pool of suitable unemployed clients participating on employability programmes into council job opportunities. We have successfully secured 8 jobs in Council Homecare positions through this new model and seeking to roll this out to Classroom Assistants, Admin Clerical posts in Social Work, Track and Trace jobs, Facilities, Driving (HGV) etc. This year we intend to develop and operate a bank staff system that will fully connect employability programmes with council job vacancies.
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4.6.3.

Connect Priority	Get it right for children and young people					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	3	6	0	0	5	14
Achievements	89% of all reports submitted to the Children's Reporter were sent within agreed 20 day timescale – maintaining good performance by exceeding the 75% target. We continue to provide appropriate accommodation for homeless households with children.					

4.6.4.

Connect Priority	Improve health, care and wellbeing					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	0	20	0	0	8	28
Achievements	Although the new Springhall Community Centre was handed over in March 2020, the facility only opened to the public at the end of June 2021, in line with Covid 19 restrictions. Local people were heavily involved in the planning and development of the £1m project, and the transformed centre now offers a new inviting entrance area with reception desk, a community hall, meeting and training facilities, IT suite and a new library. The Adults with Incapacity (Scotland) Act 2000 places responsibility on local authorities to visit adults on welfare guardianship orders. 98% of supervising officer visits for local authority and 97% of private welfare guardianship orders were completed within timescales and exceeded the target of 90%. 366 adaptations completed in Council homes Strategic Housing Investment Plan (SHIP) 2022/2028 has been completed and was approved at Housing and Technical Resources Committee in September 2021.					

- 4.7. 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 heading Delivering the Plan and achieving Best Value. Progress on this and the related achievements have been summarised in the following table:-

Delivering the Plan and achieving Best Value						
Number of measures	Blue	Green	Amber	Red	Report later	Total
	0	4	0	0	1	5
Achievements	The 2022/2023 financial strategy was approved in June 2021. This paves the way for finalising a budget for members to approve before March 2022, following receipt of the local government settlement later this year.					

	<p>The 2020/2021 financial accounts were finalised in line with the normal timetable, and the audit of the accounts is complete. A clean audit certificate was signed off on 17 November 2021.</p> <p>Support and advice continues to be provided by finance teams in relation to managing the ongoing impact and recovery from the pandemic during 2021/2022.</p> <p>The Chief Social Work Officer is obliged to provide an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions. This was submitted to the Scottish Government in September 2021.</p>
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4.8. Report later/contextual

Measures in the quarterly progress reports which are not red, amber or green can be assigned a status of 'report later' or 'contextual'. Of the 7 measures identified in these categories at Quarter 4 2020/2021, 6 are contextual measures, for which figures were provided in the Q4 report. The remaining one indicator is part of the Local Government Benchmarking Framework (LGBF) suite, for which the 2020/2021 results will not be published until February 2022.

5. Employee Implications

- 5.1. The priorities noted within the Council Plan inform the Resource Plans and in turn the Performance Appraisal process for individual employees.

6. Financial Implications

- 6.1. 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.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no climate change, sustainability or environmental implications arising from this report

8. Other Implications

- 8.1. The Community Plan 2017 to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Equality Impact Assessments will be undertaken in line with the various actions within Connect as appropriate.
- 9.2. Many of the priorities, objectives 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, objectives and actions outlined in the Plan.

Paul Manning

Executive Director (Finance and Corporate Resources)

17 December 2021

Link(s) to Council Values/Priorities

- ◆ The Council Plan 2017 to 2022 reflects the overarching vision of South Lanarkshire Council and details its values, priorities and objectives, including links to the Community Planning Partnership

Previous References

- ◆ Executive Committee 8 November 2017: approval of Council Plan Connect 2017 to 2022
- ◆ Executive Committee 24 June 2020: endorsement of mid-term review of Connect

List of Background Papers

Council Plan Connect 2017-22

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

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Performance: www.southlanarkshire.gov.uk/performance

South Lanarkshire Council

improve

Connect

Performance Report 2021-22

Quarter 2 : April 2021 - September 2021

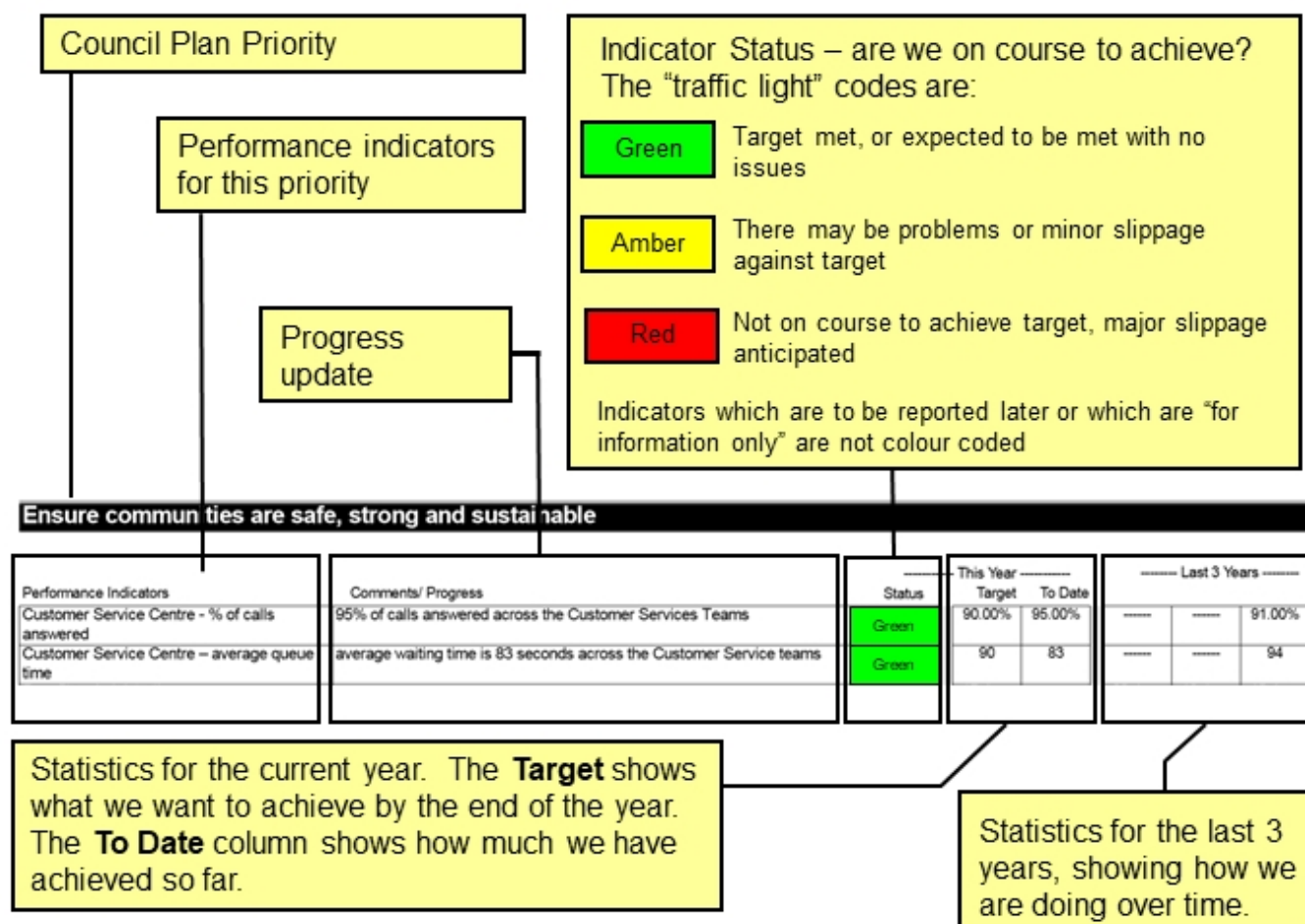
(This represents the cumulative position to September 2021)

Summary - number of measures green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Green	Amber	Red	Report later / Contextual	Total
Promote sustainable and inclusive economic growth and tackle disadvantage	8			2	10
Get it right for children and young people	1			5	6
Improve health, care and wellbeing	6			6	12
Ensure communities are safe, strong and sustainable	13	2		2	17
<i>Delivering the plan and achieving best value</i>					
Total	28	2	0	15	45

Guide to the Performance Indicators report

Each of the performance indicators is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



Ensure communities are safe, strong and sustainable

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date	2018/19	2019/20	2020/21
% of lets to Urgent housing (UH) need households	While target performance has not been achieved at Quarter 2, it is anticipated this will be achieved at year end.	Green	60.0%	51.1%	49.2%	51.4%	61.1%
% of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation (RP)	Target achieved.	Green	98.0%	100.0%	99.4%	99.8%	99.8%
% of Housing Options interventions where Homelessness prevented (RP)	Target achieved.	Green	70.0%	70.8%	0.0%	0.0%	0.0%
% of new tenancies sustained for more than a year for all lets (SSHC)	Target achieved.	Green	88.00%	95.00%	89.37%	90.08%	91.90%
% of response repairs completed on time	Target achieved.	Green	90.0%	98.9%	97.0%	96.0%	97.7%
% of council dwellings that are Energy Efficiency Standard for Social Housing (EESH) (LGBF)	To be reported at year end.	Report Later	-----	-----	91.10%	93.39%	93.88%
Percentage of all planning applications approved	The approval rate of 96.9% for quarter two continues to exceed the target figure of 95%. The year to date figure is 96.2%.	Green	95.0%	96.2%	98.4%	96.9%	96.2%
Make an annual saving from using recycled items as opposed to new through the joint store (Equipu)	The cumulative total for recycled equipment for Period 1 to 7 was: No of items - 1261 Cost of items - £154,832 Value of items - £286,662 Since April there has been a saving for the council of £135,019, on target to meet annual saving target of £175,000.	Green	175,000	135,019	0	0	0
95% of clients are first seen within 2 working days of a DTTO commencing	In quarter 2, 2 Drug Treatment and Testing Orders commenced, all of which were seen within two days of a DTTO commencing. To date 100% (12 out of 12 orders) have been seen within timescale	Green	95.0%	100.0%	93.0%	100.0%	100.0%
90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	In quarter 2, there were 137 referrals for drugs/alcohol treatment/psychosocial intervention, of which 129 (94%) started treatment within 3 weeks of referral. To date 96% (302 out of 314) have started treatment within 3 weeks of referral.	Green	90%	96%	93%	94%	97%

Ensure communities are safe, strong and sustainable

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
95% of Criminal Justice Social Work reports submitted to Court by the due date	In quarter 2, there were 332 criminal justice social work reports submitted to the court of these reports 329 (99%) were submitted by the due date. To date there have been 99% (616 out of 620) of reports submitted to the court by the due date.	Green	95.0%	99.0%	99.0%	98.0%	97.0%
75% of reports submitted to the Children's Reporter within 20 days	In quarter 2, 91% (86 out of 95) reports were submitted to the Scottish Children's Reporters Administration within agreed timescales. To date, 89% (172 out of 193) reports have been submitted to the Scottish Children's Reporters Administration within agreed timescales.	Green	75.0%	89.0%	79.0%	71.0%	88.0%

Ensure communities are safe, strong and sustainable

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Broad compliance with food law statutory requirements secured in premises	<p>The rating scheme used to determine broad compliance with food safety requirements in food businesses operating within South Lanarkshire and inspected by Environmental Services changed on 1 July 2019. The previous food law rating scheme focused on broad compliance with food hygiene requirements only, whereas the new scheme assesses overall compliance with both food hygiene and food standards legislation.</p> <p>Under the combined old and new food law rating schemes, 93% were found to be broadly compliant in the second quarter of 2021-2022 (July - September 2021). This equates to 2,508 food businesses. Year to date, 92% were found to be broadly compliant with both food hygiene and food standards legislation.</p> <p>This compliance figure continues to exceed the annual target set for this measure, and has increased gradually since the new food law rating scheme has come into affect. This is due to the fact that the new food law rating scheme allows Local authorities to focus resources on high risk and non-compliant businesses by conducting more frequent inspections in these establishments.</p>	Green	85.0%	92.0%	87.0%	87.9%	90.0%
Percentage of streets found to be acceptable during LEAMS survey	<p>This is a Local Government Benchmarking Framework (LGBF) indicator. 2020-21 information will be available in January 2022.</p> <p>The LEAMS audit programme for 2021-22 commenced on 1 July. This is integrated with the Litter Monitoring System this year, and an app has been developed by Zero Waste Scotland to collect audit data. There has been a delay in getting the app available for use, however this is the new platform to be used in line with the new COPLAR regulations.</p>	Report Later	94.10%	-----	94.90%	94.80%	94.10%

Ensure communities are safe, strong and sustainable

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Land Audit Management System grounds maintenance score	Second LAMs Score is 72, similar to first score making year to date average 72.	Green	72.0	72.0	71.5	72.0	72.0
Percentage of total household waste that is recycled	The household recycling figure was previously reported on a financial year basis however we are now reporting on a calendar year as this reflects the Scottish Government Target. The provisional figure for calendar year quarter 2 (January to June 2021) is 41.49%, which is an improvement over the same period (January – June) the previous year. This is due to an improvement in the quality of recycling materials, particularly the fibre mix, which has led to a reduction in the rejection rates of these materials. The figure is slightly below the final overall 2020 figure (42.00%) and remains below the target (50.00%).	Amber	50.00%	41.49%	44.30%	46.40%	42.00%
Factoring collection rate	It is important to note that the collection target is 80% by year end. It is a progressive target and the collection rate will increase each quarter. At the end of Q2 we are around where we would expect to be YTD with two quarters to go. The Sundry Income Team will continue to carry out recovery work in line with the annual recovery timetable for factoring and referring accounts to Stirling Park for recovery as required.	Amber	80.00%	55.70%	81.00%	78.10%	74.06%

Get it right for children and young people

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Improve the attendance of children and young people at school	The overall attendance rate for Primary, Secondary and ASN schools in session 2020/21 as at 30 September 2021 was 92.0%. This must be considered in the context of the ongoing impact on attendance of Covid-19 .	Green	92.8%	-----	92.8%	92.9%	92.8%
Reduce the gap for positive destination outcomes for those pupils in the most deprived 20% data zones	Report to be provided at Quarter 4.	Report Later	3.4%	-----	3.2%	2.7%	4.3%

Council Plan Performance Indicators

Get it right for children and young people

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of pupils entering positive destinations	Report to be provided at Quarter 4.	Report Later	95.6%	-----	96.4%	95.7%	94.8%
Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	School meal uptake figures continue to be affected by Covid-19 and its impact on school attendance (i.e. through home-schooling and self-isolating). Target shown is the 2019-20 level and is for contextual purposes only this year.	Contextual	59.30%	53.97%	-----	59.28%	41.31%
Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period)	School meal uptake figures continue to be affected by Covid-19 and its impact on school attendance (i.e. through home-schooling and self-isolating). Target shown is the 2019-20 level and is for contextual purposes only this year.	Contextual	47.30%	32.62%	-----	47.33%	24.38%
Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative	Data is incomplete for quarter two, as period six information is not yet available yet. The figure shown includes period one through five only. Target shown is the 2019-20 number and is for contextual purposes only this year.	Contextual	288,486	139,088	-----	288,486	218,249

Improve health, care and wellbeing

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Number of adaptations completed in Council homes	366 adaptations completed in Council Homes.	Contextual	-----	366	979	848	476
No of households currently waiting for adaptations to their home	Target achieved.	Green	0	0	0	0	0
% of approved applications for adaptations completed in year (SSHC)	All adaptations were approved, this measure is demand led.	Green	100.00%	100.00%	93.00%	100.00%	100.00%
% of standard adaptations to council houses within agreed appointment times	Target achieved.	Green	97.0%	97.3%	93.0%	85.6%	92.4%

Council Plan Performance Indicators

Improve health, care and wellbeing

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date	2018/19	2019/20	2020/21
% of new build that meets needs of older people (RP)	To be reported at year end.	Report Later	-----	-----	0.0%	0.0%	0.0%
90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there were a total of 126 local authority welfare guardianship visits due with 98% (123) being completed on time. In quarter 2, there were a total of 63 local authority welfare guardianship visits due with 98% (62) being completed on time.	Green	90%	98%	98%	93%	93%
90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there were a total of 1385 private welfare guardianship visits due with 97% (1338) being completed on time. In quarter 2, there were a total of 671 private welfare guardianship visits due with 95% (639) being completed on time.	Green	90%	97%	93%	86%	94%
Monitor the percentage of Planned Discharge Dates that are met		Unassigned	80.0%	-----	0.0%	0.0%	0.0%
Monitor the ratio of planned/unplanned referrals received		Unassigned	70	-----	0	0	0
Discharge 10 patients from hospital per day		Unassigned	10	-----	0	0	0
Shift the balance of care and aim for no more than 12% of our looked after young people to be accommodated in residential placements	As at September 2021, 771 children are looked after, 81 (10%) of these children are looked after in a residential setting including local authority houses, secure accommodation and residential schools.	Green	12.0%	10.0%	0.0%	0.0%	0.0%
Report the number of young carers supported by Action for Children on a quarterly basis.	There are currently 69 young carers being supported by Action for Children. 66 in groups and 3 one to ones. There are no young carers who have referrals waiting for assessments requesting one to one. Due to staff moving on the assessments are being undertaken by the 2 remaining members of staff. Action for children are working on Their Children's Services Plan Action and have developed a Driver Diagram and the measurement plan is near completion. They have put out the new young carer's review format for consultation to colleagues and will be updating the young carer's statement to align it with the Scottish Government Census requirements.	Contextual	-----	-----	0	0	0

Promote sustainable and inclusive economic growth and tackle disadvantage

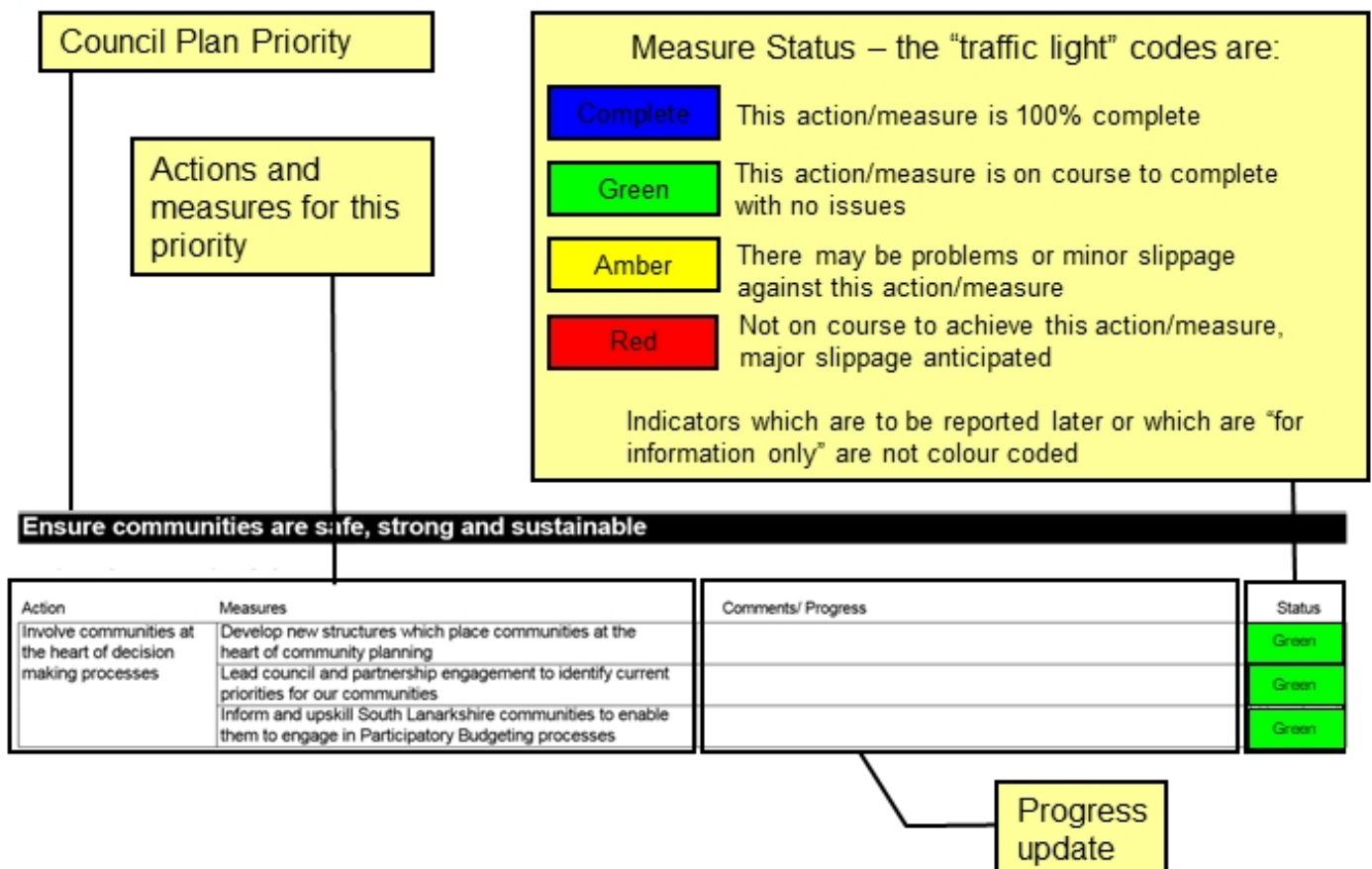
Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of the road network resurfaced during 2021-22	During quarter two, continuing progress has been made and a further 1.37% of the road network has been resurfaced. A number of surfacing schemes are currently in progress. As a result, we are on track to achieve our annual target of 2.4%, notwithstanding any issues in relation to contractor availability and material supply / pricing that may impact on continuing progress for remainder of year.	Green	2.4%	2.0%	3.7%	3.4%	3.1%
Percentage of our road network that should be considered for maintenance treatment (Road Condition Index)	This figure is derived from the Society of Chief Officers of Transportation in Scotland (SCOTS) Road Condition Index (RCI) survey. The target figure of 30.6% is based on the results for the period 2019-21.	Report Later	30.6%	-----	31.2%	30.3%	30.6%
Number of unemployed people supported via council-operated employability programmes	Data is reported quarterly in arrears. These are the latest results for Quarter 1: on track to achieve target at year end.	Green	1,000	515	2,135	1,322	1,348
Number of unemployed people gaining sustainable employment	Data is reported quarterly in arrears. These are the latest results for Quarter 1: on track to achieve target at year end.	Green	400	251	863	713	410
Number of unemployed people accessing further education or training	Data is reported quarterly in arrears. These are the latest results for Quarter 1: on track to achieve target at year end.	Green	200 people	32 people	501 people	568 people	211 people
Number of business support interventions per annum by Economic Development (grants, loans or advice)	On track to achieve the year end target at this stage. This number represents unique businesses assisted, and includes 1,063 businesses helped through our new Business Gateway contract from 1 March 2021 through to August 2021 inclusive.	Green	1,500	1,316	1,791	1,562	3,075
Number of jobs created or sustained per annum as a direct result of Economic Development intervention	On track to exceed yearly target. Note that 68% of the results to date are due to safeguarding jobs in the current economic climate post pandemic.	Green	350	336	812	943	-----
Increased value of sales generated by businesses as a direct result of Economic Development intervention	On track to exceed the yearly target at this stage.	Green	£5.00m	£4.09m	£13.09m	£11.91m	-----
Maintain 3 year business survival rate	Work throughout quarter one and quarter two continued to be dominated by Scottish Government funded Covid-19 Business Support.	Report Later	62.00%	-----	-----	-----	-----
Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	In quarter 2, 235 new carers were supported by dedicated Welfare Rights Officers in the Money Matters Advice Service, weekly benefits of £12,858 were awarded, £133,339 of benefits were backdated, and annual benefits amounted to £801,955.	Green	400	429	1,057	1,080	546

Summary - number of measures complete, green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Complete	Green	Amber	Red	Report later	Total
Promote sustainable and inclusive economic growth and tackle disadvantage	1	12	2			15
Get it right for children and young people	3	5				8
Improve health, care and wellbeing		14			2	16
Ensure communities are safe, strong and sustainable		18			1	19
Delivering the plan and achieving best value		4			1	5
Total	4	53	2	0	4	63

Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



Ensure communities are safe, strong and sustainable

Action	Measures	Comments/ Progress	Status
Improve access to settled accommodation for homeless households	Implementation Rapid Rehousing Transition Plan - Year 3 (RP)	Proposals for Year 3 of the Rapid Rehousing Transition Plan was presented and approved Housing and Technical Resources on 30th June 2021. This has also now been submitted to the Scottish Government.	Green
	Increase settled accommodation by converting 40 temporary accommodation units to Scottish Secure Tenancies by March 2022 (RP)	The process of converting temporary accommodation to secure tenancies continues to be a successful way of reducing time spent in temporary accommodation and minimising upheaval prior to reaching a positive destination. Seven tenancies have been converted since April 2021. A new system of recording is now embedded and it is expected further returns to March 2022 will meet anticipated target.	Green
	Implement Housing First approach. Provide suitable accommodation and support for up to 40 individuals with complex needs by 2023/24 (RP)	Twenty six individuals are currently being supported by the team and it is anticipated that a minimum caseload of 40 individuals will be supported by 2023/24. A Service Development Session is being delivered to all Housing Services staff on 6 October 2021 to underline the 7 principles of Housing First and how to implement them to ensure fidelity to the approach.	Green

Ensure communities are safe, strong and sustainable

Action	Measures	Comments/ Progress	Status
Ensure effective involvement with tenants and other customer groups	Customer Involvement Strategy with Annual review (including programme of Customer Scrutiny) reported to Housing and Technical Resources Committee	<p>The third annual review of the Housing Services' Customer Involvement Strategy is underway and was presented and approved at Housing and Technical Resources Committee on 29th September 2021.</p> <p>As with previous years, the review is being completed jointly by officers within Housing and Technical Resources and customer representatives within the Tenant Participation Co-ordination Group, providing them with the opportunity to monitor progress and define the priorities for the year ahead.</p>	Green
Ensure continued implementation of the Local Housing Strategy	A Housing Needs and Demand Assessment, including an assessment of the needs of Gypsy/Travellers, to be completed by November 2021 (RP)	<p>The Resource continues to play a significant contribution to the development of the Glasgow City Region Housing Need and Demand Assessment. This includes providing analysis and commentary on different sections within the document, including specialist provision.</p> <p>As part of the wider HNDA, development of a South Lanarkshire Gypsy/Traveller accommodation needs assessment will also be completed in partnership with housing, health and education services to ensure the right numbers and types of accommodation options are available.</p>	Green
Work with Gypsy/Traveller residents to develop and implement a programme of site improvement	Site Investment Plans developed in consultation with residents and planned improvement works completed by 31 March 2022 (RP)	<p>Work continues to be progressed on both sites in relation to site improvements, installation of free to access WIFI and achieving or maintaining legislative or regulatory compliance.</p> <p>Bids have also been submitted to the Scottish Governments More and Better Accommodation Fund to support improvement works at the two council sites.</p>	Green
Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP and reported to Housing and Technical Resources Committee (RP)	SHIP 2022-2028 was presented and approved at Housing and Technical Resources Committee 29th September 2021.	Green

Ensure communities are safe, strong and sustainable

Action	Measures	Comments/ Progress	Status
Physical regeneration work in priority areas	Deliver remaining 36 properties as part of Phase 1 of the masterplan for regeneration at East Whitlawburn along with Phase 2 (34 units) and Phase 3 (52 units)	As at September 2021, a total of 160 units have been completed at East Whitlawburn.	Green
	Work with partners to bring 15 Long Term empty homes into use during 2021/22 (RP)	As at quarter 2, five properties have been brought back into use. Engagement with a number of owners continues and it is still anticipated that the target of 15 can be achieved by the end of financial year 2021/22.	Green
Ensure continued implementation of the Local Housing Strategy	Local Housing Strategy implemented with annual review reported to the Executive Committee November 2021	The fourth annual review of the Local Housing Strategy 2017-22 is being presented for noting to the Executive Committee on 3rd November 2021.	Green
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	The plan was formally adopted by the council on 9 April 2021. The six week period for parties to seek a judicial review resulted in a challenge relating to a site designation in East Kilbride. The council's response has been considered and it has been concluded that the council will not challenge this particular issue. Instead Supporting Planning Guidance in the form of a development brief will be prepared to address the issues with this site.	Green
Review and conclude the council's Sustainable Development and Climate Change Strategy (2017-2022), and develop the new strategy (2022-2027)	Undertake a public consultation on the draft strategy and Strategic Environmental Assessment by December 2021	Outcome of the consultation will be reported at a later date.	Report Later

Ensure communities are safe, strong and sustainable

Action	Measures	Comments/ Progress	Status
Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Review and update existing town centre strategies to establish the impact and outcomes of Covid-19	The Blantyre town centre strategy is due to be reported to Community and Enterprise Resources Committee in December 2021. Existing strategies are under constant review as economic recovery progresses.	Green
Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal projects	Progress Community Growth Area sites in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal	Newton, Ferniegair, Hamilton and Larkhall have had significant completions and the main part of East Kilbride has now commenced. On average each CGA is building faster than anticipated which shows that there is a demand for new build private housing across South Lanarkshire. In addition the 'affordable' elements associated with the CGAs continues to add to the social rented stock helping the council meet its affordable housing need targets.	Green
Deliver effective Employability Services to support Economic Recovery	Modern Apprenticeships	No new starts in Q1 but continue to support 134 MA's continuing from previous years. New MA's reported in Q2	Green
	No-One Left Behind Programmes, including Parental Employability Support Programme and Gateway to Employment.	Continue to support parents and vulnerable groups into fair work opportunities	Green
	Kickstart Programme	Continue to support employers and young people into kickstart opportunities through the council as a direct employer and as an employer gateway host.	Green
Identify and manage contaminated land within the statutory regulatory framework	Implement the Contaminated Land Strategy for South Lanarkshire	Work continues on implementing the Contaminated Land Strategy. The development control process continues to consider sites affected by historical contamination. Examples of this include Clyde Gateway regeneration, Philips lighting factory site re-development, Hamilton and Motorola site re-development within East Kilbride.	Green
Agree and implement vacant and derelict / contaminated land programme	Implement projects approved within the Vacant and Derelict Land Fund framework for 2021-22	VDLF Delivery Plan 2021-22 submitted and approved by Scottish Government. Report also approved at Community and Enterprise Resources Committee on 28 September 2021.	Green

Get it right for children and young people

Action	Measures	Comments/ Progress	Status
Implement National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Complete the implementation of Phase 5 of the rollout of additional hours for Early Learning and Childcare 1140 hours nursery establishments	The implementation of Phase 5 of the rollout of additional hours for Early Learning and Childcare 1140 hours nursery establishments was delivered for all eligible children August 2021.	Complete
	Implement the action plan for full delivery of 1140 hours and beyond in line with Scottish Government funding allocation	The action plan for full delivery of 1140 hours and beyond, in line with Scottish Government funding allocation, was fully implemented August 2021.	Complete
Support care experienced young people aged 16-24 to develop their skills and experiences to achieve sustained positive destinations	Implement a further roll out of the 'care experienced employability pilot' to increase employment opportunities across the council and with Community Planning Partnership partners by June 2022	As part of the transformational review of employability a CMT paper will be presented in October 2021 which sets out the next stage of the pilot with a focus on increasing care experienced young people into SLC apprenticeships through pre-apprenticeship funded placements and flexible recruitment practices.	Green
Provide opportunities for young people to participate in vocational and employability learning opportunities in the senior phase	Deliver Foundation Apprenticeship and Gradu8 programmes in partnership with South Lanarkshire College, New College Lanarkshire and Glasgow City College by June 2022	From September 2021 a full programme of Foundation Apprenticeship (FA) delivery commenced. This included delivery through the SL consortium between the council and SL College, the Glasgow FA consortium and additional places funded by Scottish Funding council and delivered by SL College and New College Lanarkshire. Hubs have been established in SLC secondary schools and physical work placements have been re-established.	Green
Project Management of Schools Projects and	General Services Programme spend will be achieved for the financial year	Spend to Period 6 £20,180,989. Revised 2021/22 Budget including Carry Forward £83,477,530.	Green

Get it right for children and young people

Action	Measures	Comments/ Progress	Status
General Services Projects	Support for Early Years Programme - Delivery of 8 new nursery sites by the end of financial year 2021/22	8 nurseries now complete.	Complete
Ensure effective delivery of tackling poverty policy and raise awareness of the priorities contained in the Local Child Poverty Action Report (LCPAR) across all partner organisations	Produce and publish a refreshed Local Child Poverty Action Report and summary (LCPAR) by August 2021	<p>The Local Child Poverty Action Report and Summary have been produced within the timescale, however they have and only recently signed off by NHS Lanarkshire Board at the end of September (due to the NHS Board wishing to consider South Lanarkshire's and North Lanarkshire's plans together).</p> <p>This has delayed the publication of our plan, which will now be published and submitted to the Scottish Government and the Improvement Service for their feedback. We have been working closely with the Improvement Services to ensure that the key messages and content of the actions are complementary to the national Child Poverty Strategy (Every Child Every Chance).</p>	Green
Raise awareness of the implications of the Children's Rights Bill across the children's services workforce	Produce a Children's Rights Handbook by June 2021 to support staff develop children's rights activity and increase understanding of children's rights	Children's Rights guidance materials have been produced by a national working group led by the Scottish Government. These materials have been circulated for consultation and comment and feedback from South Lanarkshire partners indicate that the materials are helpful and useful to staff and would provide the support and information that the intended handbook would do. With this in mind we will consider endorsing the nationally produced materials instead of producing a bespoke South Lanarkshire version. This proposal will be considered by the Children's Services Strategy Group in the first instance.	Green

Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
Increase supply of housing suitable for older people	Additional amenity standard and wheelchair accessible homes delivered as per SHIP and report to Housing and Technical Resources Committee (RP)	As part of the South Lanarkshire Affordable Housing Supply Programme, a range of amenity and wheelchair accessible housing options are being delivered across South Lanarkshire. Progress in relation to the proportion of wheelchair accessible housing delivered will be reported through the Local Housing Strategy annual review, presented to Housing and Technical Resources Committee.	Green
Ensure that Sheltered housing services are compliant with Care Inspectorate Inspection standards	Sheltered housing support services monitored to ensure compliance with Care Inspectorate standards. Outcome of inspections report to Housing and Technical Resources Committee and improvement plans developed for any areas of improvement	The last inspections conducted by the Care Inspectorate were during 2019/20. However regular contact continues to be maintained with the Care Inspectorate lead around Covid-19 recovery with no site inspections planned at present. Self assessment against new Care Inspectorate framework has been completed which confirms areas of strength across all 7 priority areas.	Green
Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	To be reported in Q4.	Report Later
Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	Scheduled reviews of the Strategic Commissioning Plan (RP)	<p>Housing and Technical Resources continue to support the South Lanarkshire Health and Social Care Partnership with the implementation of the Strategic Commissioning Plan 2019-22. This includes progressing the dedicated homelessness Directions within the plan.</p> <p>In addition, the Resource is also contributing to the development of the next Strategic Commissioning Plan (2022-25), ensuring a significant housing and homelessness contribution is reflected within the plan and it appropriately links to both the Local Housing Strategy and Rapid Rehousing Transition Plan.</p>	Green

Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
	Progress reported as part of the Rapid Re-housing Transition Plan Annual Report to Housing and Technical Resources Committee in June 2021 (RP)	The second annual review of the South Lanarkshire Rapid Rehousing Transition Plan was completed and presented to Housing and Technical Resources in June 2021. The review identified that despite the challenges of the Covid-19 pandemic, good progress had been made across the different sections of the plan with significant improvements in the proportion of tenancies allocated to homeless households and the average time spent in temporary accommodation.	Green
	The Local Housing Strategy reported to Executive Committee during November 2021 (RP)	The fourth annual review of the Local Housing Strategy 2017-22 is on track to be presented to the Council's Executive Committee in November 2021.	Green
Contribute to effective joint working in protecting children and adults at risk of harm	Annual report on operation of Adult and Child Protection procedures reported to Resource Management Team during March 2022 (RP)	<p>The actions identified during the 2020 review of Adult and Child Protection Procedures and Processes are being progressed.</p> <p>A session for Housing Services staff took place on 21 July 2021, to remind staff of the procedure and highlight their role in the process as well as ongoing reporting requirements.</p> <p>A tool-box talk for staff within Property Services has also been developed and will be delivered during September/early October 2021.</p>	Green
Improve outcomes for people to live in their own homes and communities for as long as possible	Produce six monthly report to Senior Management Team on inspection activity in quarter 2 and 4	A six monthly report on inspection activity is reported to the Senior Management Team, Social Work Committee and South Lanarkshire Integrated Joint Board.	Green
Contribute to effective joint working in protecting children and	Six monthly reporting to Chief Officer Group (COG) for Homelessness and Gender Based Violence statistics (RP)	An update on progress has been provided to the Chief Officer Group for homelessness and gender based violence in line with agreed timescales.	Green

Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
adults at risk of harm	Personal plan developed for all young people moved from Care to living in their own home on a permanent basis	Plans have been developed across the various multi agency partnerships. This also compliments the wider Social Work young persons plan now in use.	Green
	Maintain affordable rents for council homes, benchmarked against the Scottish average - a key action as detailed in the Local Child Poverty Action Report (RP)	Through regular consultation and engagement with tenants, Housing and Technical Resources has ensured that the average rent of £73.10 for 2020/21 continues to remain lower than the Scottish local authority average of £78.10 per week for the same period. In recognising the financial impact the Covid-19 pandemic is having on many households, the agreed rent increase of 3.95% from 2020/21 to 2021/22 was limited to 2.2% following consultation with tenants. This continued to allow investment in services and properties to be delivered.	Green
	Prioritise allocation of available housing for those in need, including homeless households - a key action as detailed in the Local Child Poverty Action Report (RP)	As per the Council's Housing Allocation Policy, housing continues to be allocated to those most in need. To tackle the additional pressure on temporary accommodation caused by the Covid-19 pandemic in 2020/21, the council and its Registered Social Landlord partners delivered an increase in the percentage of social rented properties directed to homeless households, 61% of all council homes and 42% of Registered Social Landlord homes compared to 51% and 37% respectively the previous year.	Green

Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide annual reports to Senior Management Team and Social Work Committee on progress of implementation of national strategies	To be reported in Q4.	Report Later
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	<p>The Strategic Commissioning Plan (SCP) and the issue of Directions to the Health Board and the Local Authority for the financial year 2021/2022 was approved on 29 March 2021 with an update provided on 17 August 2021 to the IJB.</p> <p>The IJB acknowledged the potential impact of the Covid-19 pandemic on each partner's ability to implement the strategic commissioning intentions and the Directions as originally planned.</p> <p>To date there have been 37 Directions issued by the IJB.</p>	Green
Develop a sustainable food system to overcome social, health, economic and environmental issues related to food	Implement year two of the Good Food Strategy (2020-2025) Action Plan and monitor its impacts, particularly in relation to food insecurity and poverty as a result of Covid-19	The second-year action plan of the Good Food Strategy is being implemented. The council continues to support local food organisations with their food deliveries. From April to mid-September, 10,489 food parcels have been distributed by the council (the equivalent of 167,824 meals) and 485 households have also reached help through the council Community Wellbeing Line. Local food banks will share their data later this year which will help to have a better understanding of the level of food insecurity in the council area. Detailed information on the implementation of the strategy will be available in the quarter two food action plan progress reports to the Climate Change and Sustainability Committee.	Green
Extend the range and choice of day opportunities for older people	Consult on the review of day care services for older people	Phase 2 of the Day Service Review consultation was live during the period 2nd August to 10th September 2021 and returns are currently being analysed. Additional evidence gathered from small focus groups will also inform the next stage of the review and any future proposed remodelling.	Green

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Provide road and infrastructure improvements to support new developments including those undertaken as part of the City Deal	Progress/deliver prioritised road infrastructure improvements in line with available external and internal capital funding for 2021-22	<p>In order to reduce congestion two projects are being undertaken.</p> <p>A traffic signal control system called MOVA, which will involve the upgrade/replacement of traffic signal equipment, is proposed for East Kilbride Road / Blairbeth Road, Rutherglen.</p> <p>A traffic modelling exercise was completed for the town of Lanark in March. This has been reviewed and will be presented to the community in late 2021.</p>	Green
	Complete Greenhills Road major transport infrastructure project	Current programme has a planned completion date of the end of 2021 and contractual completion date in mid May 2021. Additional Covid-19 and material shortage related costs and other cost increases were identified and a package of measures to manage these is being developed. Material and resources pressures are continuing to affect programme.	Green

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
	Development of the outline business case for the Stewartfield Way Sustainable Transport Capacity Enhancement Project and associated supporting technical assessments / designs	The Strategic Business Case has been finalised and was considered / approved by Executive Committee on 10 March 2021. It was also considered and approved by Programme Management Office, Chief Executive Group and Cabinet in May / June 2021. Financial profile reviewed and adjusted to reflect the revised programme. Work on the outline business case has been refocused and the next steps are ongoing including a potential members awareness session at the end of 2021.	Green

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Enable greater use of public transport by working with partners to improve public transport infrastructure	Progress/deliver prioritised improvements to bus and rail infrastructure (e.g. park and ride) in line with agreed Park and Ride Strategy (2018-27) and available external funding for 2021-22	<p>A number of Park and Ride projects are being taken forward as outlined below: -</p> <p>1. Lanark Interchange Project – A planning application has been submitted, and if granted, works will be programmed for this financial year. Cambuslang Park and Ride – Works were completed in summer 2021 and the Park and Ride is open.</p> <p>2. East Kilbride Rail Enhancement Project – The Council is in partnership with Transport Scotland, Network Rail, SPT and Sustrans to take forward park and ride, bus interchange, pedestrian/cycle route access enhancements.</p> <p>Bus shelter infrastructure works have been identified following discussions with SPT and a programme of works is currently being prepared.</p>	Green

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Encourage active travel by extending our network of cycle routes	Progress/deliver walking and cycling projects/schemes in line with agreed 2021-22 capital programme	<p>A number of cycling and walking projects are progressing and these are listed below: -</p> <p>1) Active Travel Studies – The three studies for Bothwell, Uddingston and Blantyre Area / Strathaven, Stonehouse and surrounding villages and Larkhall have been completed. These will be posted on the Council's website in the coming weeks and priorities will be taken forward as resources permit.</p> <p>2) East Kilbride Cycle Network - This project on West Mains Road is split into phases to reflect current and anticipated future funding availability as well as connecting into the East Kilbride Rail Corridor Enhancement project being taken forward by Network Rail. Construction of a section on West Mains Road between the rail station and a point to the east of Kirktonholm Road is currently being constructed and will be completed in November 2021. Consultation of future phases will be undertaken in November and projects taken forward for delivery later in the financial year.</p> <p>3) Bothwell/Uddingston Cycle Network (NCN74 Raith to NCN75 Uddingston) – Consultation on options will be undertaken in October and projects taken forward for delivery later in the financial year.</p> <p>4) Carstairs Junction to Carluke – Consultation on options has been completed and is currently being reviewed, and projects will be taken forward for delivery later in the financial year.</p> <p>5) Pedestrian and Cycle Counting equipment – Locations for new equipment will be considered and implemented later in the financial year.</p> <p>6) Cycle Parking Provision in Town Centres – Locations for new shelters will be considered and implemented later in the financial year.</p> <p>7) Cycle Shelters and parking stands in schools – Locations for new</p>	Green

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
		<p>shelters have been identified and funding successfully awarded. Shelters will be installed later in the financial year.</p> <p>8) Cycle Route designs currently being taken forward in various locations Larkhall to Blackwood / Carluke and Law / Hamilton / Lanark / Cambuslang and Newton.</p> <p>9) Car Free Zones at Schools - 2 schools (Burnside Primary School and St Joseph's Primary School) will have zones in place later this year once signing is in place.</p>	
Establish a framework for action to support the recovery and renew the South Lanarkshire economy	Develop an Economic 'Response, Recovery and Renewal' Strategy framed around three themes: People, Place and Business, for Committee approval by June 2021	Owing to continued pressures on resources as a consequence of Covid-19 emergency business grant funding continuing to summer 2021, the draft Economic Recovery Strategy is now nearing completion for final consultation and approval at Community and Enterprise Resources Committee in December 2021	Amber
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	Stewartfield Way Strategic Business Case approved at June 2021 City Deal Cabinet and Glengowan Primary School Extension Full Business Case approved at Chief Executive's Group (CEG) in July 2021. Jackton Primary School Full Business Case in preparation for submission in November 2021.	Green
Develop a Community Wealth Building (CWB) strategy for South Lanarkshire	Develop a CWB strategy for South Lanarkshire and seek approval from Elected Members by May 2021.	A Community Wealth Building strategy was approved by Executive Committee on 10 March 2021.	Complete

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
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	Deliver programmes, services, and events to businesses around sectors, location, and themes (e.g., food and drink, tourism, construction, low carbon, innovation, internationalisation, collaboration, and young enterprise)	Currently in the early stages of development with our Business Gateway contractor Elevator to establish a Help My Business Programme aimed at S4 within the secondary schools to encourage entrepreneurship.	Green
	Manage the Supplier Development Programme to deliver events, training and e-commerce support to SME's or third sector organisations who are interested in working with the public sector	Supplier Development Programme is continuing to serve client local authorities throughout Scotland through digital channels including online 'Meet The Buyer' events and training programmes. Now recruiting additional marketing and project development support following recommendation of the strategic review. SDP are instrumental in supporting South Lanarkshire Council deliver its Community Wealth Building agenda.	Green
Community Safety priorities including relevant parts of the SLCP are achieved	Progress against Community Safety priorities to the Safer South Lanarkshire Board on June 2021 and November 2021	<p>A Community Safety Partnership Measures Report for 2020/21 was presented to the Safer South Lanarkshire Board in June 2021. In terms of the 32 measures (statistical and intervention), good progress was noted against 17, with only 4 reporting a decline in performance.</p> <p>Reports detailing progress made against the five South Lanarkshire Community Safety Partnership priorities continues to be reported on a quarterly basis to the Safer South Lanarkshire Board. This includes the allocation of the Community Safety Partnership budget, funding actions and projects delivered to tackle the issues identified within each of the priorities.</p>	Green
Understand the financial security of our customers	Key indicators reported to the Scottish Housing Regulator as part of annual return on the charter submitted during May 2021 (RP)	Following submission to the regulator in May 2021, detailed analysis and monitoring of key indicators related to the financial position facing our customers continues to be progressed. As the regulator has now published their findings, these will be analysed further understand this position, relative to other Local Authority landlords.	Green

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
	Contributions to the Welfare Reform Group led by Finance and Corporate Resources (RP)	The Resource continues to contribute to the corporate response to welfare reform. A 2020/21 update from Housing Services was included in the report to Corporate Management Team in June 2021 and is were reported to the Community Planning Partnership Board on 15 September 2021.	Green
	Key actions detailed in the Local Child Poverty Action Report (RP)	<p>The third annual South Lanarkshire report has now been developed and similar to the previous Local Child Poverty Action Report (LCPAR), it contains measures and actions which are structured around three drivers of child poverty: income from employment; costs of living; income from social security and benefits in kind.</p> <p>Within the LCPAR the measures and actions relating to Housing and Technical Resources are predominately set out within the chapter on 'cost of living'. They focus around the key areas below, for which housing makes a clear contribution towards preventing and reducing child poverty:</p> <ul style="list-style-type: none"> • Reducing the costs of housing for families including energy costs; • Investment to increase new affordable housing supply; • Preventing and reducing homelessness for households, including families with children and young people 	Green

Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Improve energy efficiency stock to help address fuel poverty	Deliver energy efficiency planned capital investment by 31 March 2022	<p>The performance indicator to deliver energy efficiency planned capital investment by 31 March 2022 relates to the EES:ABS programme for which the Scottish Government provides funds each year to support energy measures in privately owned homes while the HRA funds works to council houses. This will be delivered on completion of the insulation programmes when the full allocation of grant funding is draw down.</p> <p>The EES:ABS programme is due to complete by the end of May each year but the Government may offer an extension up until October in order for the works to be completed. As the works are not programmed to be complete by 31 March 2022 the status is assessed as being amber. Works in the 2021/22 programme are currently scheduled for completion by July 2022.</p>	Amber

Delivering the plan and achieving best value

Action	Measures	Comments/ Progress	Status
Ensure high standards of governance are being exercised	Report to the Senior Management Team on the review of the Risk Register every 6 months and report to Social Work Committee annually	The Risk Register is currently being prepared for committee in November. The Resource Risk Sponsors group is taking forward the ranking of our Social Work Risks.	Green
Lead on the renewal of strategic planning and work to further align the Council Plan with the Community Plan	Prepare a draft Council Plan and Community Plan for formal consultation by December 2021	An Elected Member's information session was held on 10 June to discuss the process and approach to the review of the Council Plan and the Community Plan. Community engagement and conversations to inform the new Plans have been ongoing over the summer and will inform the writing of the plans in the autumn.	Green
Take forward IT strategic developments	Implement approved actions from Year 2 of the SLC Digital Inclusion Strategy to support most deprived citizens to access benefits of being online	Year 2 actions to be approved.	Report Later

Delivering the plan and achieving best value

Action	Measures	Comments/ Progress	Status
	Develop and deliver training plan to upskill IT staff in new technologies	On schedule	Green
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	To date all statutory returns have been submitted within agreed timescales.	Green

Report

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	25 January 2022
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	IMPROVe Red and Amber Results at Quarter 2, 2021/2022
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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, 2021/2022) 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 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 than providing reports on all Connect and Resource measures. 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 report reported at today's Performance and Review Scrutiny Forum (PRSF) (for Connect) and will be reported to 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 2021/2021 Red and Amber Results

- 4.1. In 2021/2022 there are 264 measures across all Resources under the four Connect Priorities, and the theme Delivering the Plan and achieving Best Value. The majority of these (252 or 95%) were reported as blue/green/report later at Quarter 2, with the remaining 12 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 three years.

Table 1 – Red and amber performance results by Resource

Resource	Red			Amber			Total		
	19/20	20/21	21/22	19/20	20/21	21/22	19/20	20/21	21/22
Community and Enterprise	2	-	-	5	9	3	7	9	3
Education	2	-	-	5	4	2	7	4	2
Finance and Corporate	4	-	-	8	2	3	12	2	3
Housing and Technical	1	1	-	3	3	2	4	4	2
Social Work	3	2	-	3	-	2	6	2	2
Total	12	3	0	24	18	12	36	21	12

- 4.3. There has been a reduction in the total number of red/amber status measures reported in comparison to the previous years. This is due in part to a continuing, comprehensive review of measures and targets which has resulted in fewer measures overall and also, greater clarity in the measures, which facilitates assigning the green/amber/red status.
- 4.4. Table 2 below shows the results for 2021/2022 by Priority/theme.

Table 2 – Analysis per Priority/theme: 2021/2022

Connect Priority/theme	Red	Amber	Total
Ensure communities are safe, strong and sustainable	-	5	5
Get it right for children and young people	-	2	2
Improve health, care and well-being	-	0	0
Promote sustainable and inclusive economic growth and tackle disadvantage	-	1	1
Delivering the Plan and achieving Best Value	-	4	4
Total	0	12	12

- 4.5. A detailed explanation on progress to date is included in Appendix 1 for each Resource. 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)

13 December 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:-
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Ensure communities are safe, strong and sustainable

Successful and sustainable communities

Performance Indicators	Comments/ Progress	This Year			Last 3 Years		
		Status	Target	To Date	2018/19	2019/20	2020/21
Percentage of total household waste that is recycled	The household recycling figure was previously reported on a financial year basis however we are now reporting on a calendar year as this reflects the Scottish Government Target. The provisional figure for calendar year quarter 2 (January to June 2021) is 41.49%, which is an improvement over the same period (January – June) the previous year. This is due to an improvement in the quality of recycling materials, particularly the fibre mix, which has led to a reduction in the rejection rates of these materials. The figure is slightly below the final overall 2020 figure (42.00%) and remains below the target (50.00%).	Amber	50.00%	41.49%	44.30%	46.40%	42.00%

The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably

Performance Indicators	Comments/ Progress	This Year			Last 3 Years		
		Status	Target	To Date	2018/19	2019/20	2020/21
Develop a draft strategy for the Climate Change and Sustainability Committee approval by September 2021	An elected members session took place on 8 October to review the draft structure of the strategy based on the engagement sessions and national targets and milestones. A report on the ongoing process for the development of the strategy, in particular public consultation on the proposed vision, themes, and priorities, was presented to the Climate Change and Sustainability Committee on 3 November. A draft strategy will be presented for approval by the Climate Change and Sustainability Committee in early 2022 with a planned publication date for the final strategy in April 2022.	Amber	---	---	---	---	---

Promote sustainable and inclusive economic growth and tackle disadvantage

A fairer, inclusive, sustainable and low carbon local economy

Performance Indicators	Comments/ Progress	Status	This Year		Last 3 Years		
			Target	To Date	2018/19	2019/20	2020/21
Develop an Economic 'Response, Recovery and Renewal' Strategy framed around three themes: People, Place and Business, for Committee approval by June 2021	Owing to continued pressures on resources as a consequence of Covid-19 emergency business grant funding continuing to summer 2021, the draft Economic Recovery Strategy is now nearing completion for final consultation and approval at Community and Enterprise Resources Committee in December 2021	Amber	---	---	---	---	---

Get it right for children and young people

Raise standards in literacy, numeracy and close the poverty-related attainment gap

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2018/19	2019/20	2020/21
Evaluate existing professional networks using the outcomes to support and expand leadership learning opportunities	Once the programme of sessions for Aspiring Primary Principal Teachers and Depute Head Teachers has been completed the measure status will change to Green. The programme will complete before the end of session 2021/22 in June 2022. Discussions to provide a programme to develop Scottish Catholic Leadership in underway with Diocese.	Amber	--	--	--	--	--
Build capacity within learning networks to develop functionality and support the move towards a self-sustaining model	Once the programme of sessions for Aspiring Primary Principal Teachers and Depute Head Teachers has been completed the measure status will change to Green. The programme will complete before the end of session 2021/22 in June 2022 Discussions to provide a programme to develop Scottish Catholic Leadership in underway with Diocese.	Amber	--	--	--	--	--

Delivering the plan and achieving best value

Customers experience high quality and improving council services

Performance Indicators	Comments/ Progress	Status	This Year		Last 3 Years		
			Target	To Date	2018/19	2019/20	2020/21
Housing Benefit and Council Tax Reduction – accuracy of processing	To date, a collection rate of 92.9% has been achieved, 0.1% below target. We have increased audit focus on main error types, to inform additional training where required.	Amber	93.0%	92.9%	93.7%	94.4%	92.6%

Digital and ICT services meet the needs of the council and its customers

Performance Indicators	Comments/ Progress	Status	This Year		Last 3 Years		
			Target	To Date	2018/19	2019/20	2020/21
Complete the rollout of agile working across SLC staff via rollout of Windows 10 laptops, Office 365 and Cisco softphones by September 2021	Rollout progressing, although some delays in delivery of new laptops which will extend the project to December 2021.	Amber	---	---	---	---	---
Creation of new Digital Strategy to cover 2021-2024 and approval by September 2021	In progress with approvals rescheduled to February 2022. Slippage occurred due to work on other priorities such as critical projects. There are no major implications of the delay as critical digital projects (eg legacy system replacements such as Oracle and SWISplus, Audio Visual (AV) refresh in council chamber, Caird datacentre migration) are moving forward on basis of previous digital strategy.	Amber	---	---	---	---	---

Ensure communities are safe, strong and sustainable

High quality, thriving and sustainable communities

Performance Indicators	Comments/ Progress	Status	This Year		Last 3 Years		
			Target	To Date	2018/19	2019/20	2020/21
Deliver energy efficiency planned capital investment by 31 March 2022	<p>The performance indicator to deliver energy efficiency planned capital investment by 31 March 2022 relates to the EES:ABS programme for which the Scottish Government provides funds each year to support energy measures in privately owned homes while the HRA funds works to council houses. This will be delivered on completion of the insulation programmes when the full allocation of grant funding is draw down.</p> <p>The EES:ABS programme is due to complete by the end of May each year but the Government may offer an extension up until October in order for the works to be completed. As the works are not programmed to be complete by 31 March 2022 the status is assessed as being amber. Works in the 2021/22 programme are currently scheduled for completion by July 2022.</p>	Amber	--	--	--	--	--

Delivering the plan and achieving best value

Delivering the plan and achieving best value

Performance Indicators	Comments/ Progress	Status	This Year		Last 3 Years		
			Target	To Date	2018/19	2019/20	2020/21
Factoring collection rate	<p>It is important to note that the collection target is 80% by year end. It is a progressive target and the collection rate will increase each quarter. At the end of Q2 we are around where we would expect to be YTD with two quarters to go. The Sundry Income Team will continue to carry out recovery work in line with the annual recovery timetable for factoring and referring accounts to Stirling Park for recovery as required.</p>	Amber	80.00%	55.70%	81.00%	78.10%	74.06%

Ensure communities are safe, strong and sustainable

For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all

Performance Indicators	Comments/ Progress	Status	This Year		Last 3 Years		
			Target	To Date	2018/19	2019/20	2020/21
75% of offenders on CPO unpaid work requirement are seen within 5 working days by their case manager	<p>In Quarter 2, 69% (62 out of 90) of offenders had their induction within 5 working days. Although performance remains under target, improvements can be seen from quarter 1.</p> <p>To date 63% (96 out of 152) of offenders had their induction within timescale.</p> <p>The UPW service cannot operate at usual levels as a result of the pandemic, some placements have been delayed. However, this is an improving picture from quarter 1.</p>	Amber	75.0%	63.0%	80.0%	77.0%	57.0%
75% of people starting their placement within 7 days of a CPO unpaid work	<p>In Quarter 2, 66% (59 out of 90) people started their placement within 7 days. There has been reduced capacity on placements due to Covid however this is beginning to increase.</p> <p>To date 61% (92 out of 152) of people commenced their placement within timescale.</p> <p>The UPW service cannot operate at usual levels as a result of the pandemic, some placements have been delayed. However, this is an improving picture from quarter 1.</p>	Amber	75.0%	61.0%	77.0%	77.0%	47.0%

Report

5

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	25 January 2022
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	South Ayrshire Council Best Value Assurance Report (BVAR) Published by the Accounts Commission
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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 19 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 BVARs published since the last meeting of the Performance and Review Scrutiny Forum, namely:-
- ♦ South Ayrshire Council (published 27 October 2021)

4. Summary of Key Messages and Recommendations

4.1. The key messages for South Ayrshire Council are:-

- ♦ The Council has set a clear vision, which reflects local needs and is supported by, and well-aligned to, the plans and work of its partners. The Council also responded well to the challenges of the Covid-19 pandemic.

- ◆ There are good working relationships between officers and elected members, but the Council's leadership – elected members and management – has made limited progress on key aspects of Best Value. Progress has been particularly slow in community planning, financial and workforce planning, transformation and some aspects of community empowerment. While there has been some very recent progress, the Council's leadership needs to increase its ambition, pace and focus to deliver improvements in these important areas.
- ◆ The Council reported improved performance in over half of its key performance indicators (KPIs) between 2017/2018 and 2018/2019. The Council's performance in national benchmarking data has improved over the last five years, but performance has declined compared to other Councils. Despite this, satisfaction with services is higher than Scotland as a whole across many service areas. The Council has taken action to address areas of poorer performance, and external scrutiny bodies noted good progress against scrutiny reports and recommendations.
- ◆ Performance reports to members are detailed and balanced, and there is good scrutiny by members. But the Council has not set targets for the majority of its KPIs, reports lack a summary of overall progress towards priorities, performance is only reported once a year and recent changes to KPIs may make it difficult for the Council to demonstrate progress against priorities. Publicly available performance reports focus mainly on areas of positive performance and lack information on how areas of poorer performance will be addressed.
- ◆ The Council has a structured approach to continuous improvement, centred on self-evaluation activity and cross-party working. But, relative to other councils, South Ayrshire's approach to transformation has been slow and inconsistent, lacking drive and urgency.
- ◆ The Council has effective financial management arrangements in place, its short-term financial planning is effective, and it has a history of delivering services within budget. It is also one of the first councils in Scotland to approve a specific carbon budget to support its climate change commitments. However, the Council faces an estimated budget gap of between £56 million and £69 million between 2022/2023 and 2029/2030 and there is no clear medium-term financial plan in place linked to Council priorities.
- ◆ The Council's approach to workforce planning is not fully embedded or consistently deployed throughout the Council, with no clear link between workforce planning and Council priorities.
- ◆ Members of the public have been unable to view formal Council meetings since March 2020, limiting the transparency and openness of council business.
- ◆ The Integration Joint Board's (IJB) governance arrangements have improved over the last year. The investment in the leadership team of the Health and Social Care Partnership has contributed to this improvement. The IJB has made improvements in children's services, however, it has made slow progress in addressing other performance issues. It has recently set out plans for transformational change and there is evidence of recent improvement in delayed discharges.
- ◆ The Community Planning Partnership (CPP) previously lacked strategic direction and focus. The CPP has made improvements to its structure and remit, leading to better working relationships between partners. The CPP is also clearly focused on tackling deprivation and reducing inequalities, working well with partners, including the third sector, to achieve this. However, the CPP has been slow to develop local place plans – which have been predominantly led by the Council, with limited input from partners. And the CPP has work to do to improve outcomes for communities and to develop performance information to demonstrate that it is delivering positive outcomes for its communities.

- ♦ The Council uses a range of methods to engage with communities across South Ayrshire and recently introduced a community engagement strategy to deliver better and more consistent stakeholder engagement. In responding to the pandemic, the Council's relationships with communities and partners have been strengthened. The Council worked well with partners to provide support to vulnerable individuals and communities, while continuing to deliver other vital services. However, the Council has more work to do to empower communities and currently lacks a strategic drive for participatory budgeting activity.

4.2. The recommendations for South Ayrshire Council are that:-

- ♦ The Council should assure itself that it has the capacity and skills required to increase its pace of improvement in key aspects of Best Value, such as community planning and empowerment, financial and workforce planning, and transformation. Where appropriate, external support should be sought from other councils, or the Improvement Service, to help with focusing its areas of improvement.
- ♦ The Council should prepare both medium- and long-term financial plans. The plans should consider changes to both income and expenditure, identify budget gaps and set out the actions necessary to address those gaps. There should also be a clear linkage to the Council's priorities.
- ♦ The Council should improve and embed workforce planning, so that service workforce plans are developed consistently across the Council. The plans should include clear links to the Council's priorities and to its strategic change programme.
- ♦ The Council should make sure that its transformation work is fully aligned and integrated to its Covid-19 recovery planning work and improve its approach to its strategic change programme by: adding greater detail about individual projects; setting clearer timelines for each project; developing a benefits realisation tracker to assess whether the Council has achieved its aims.
- ♦ The council should improve performance reporting by: setting targets for its KPIs; including a summary of performance against KPIs in its performance reports to members; increasing the frequency of reports to elected members; making performance reports more accessible to the public.
- ♦ To help them carry out their roles, including their responsibilities under Best Value, elected members should take advantage of the learning and development opportunities provided by the Council. The Council should continue to work with elected members to understand and address the reasons for the variable uptake of training.

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)

6 January 2022

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ South Ayrshire Council BVAR published by the Accounts Commission on 27 October 2021

Contact for Further Information

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

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