

Annual Governance Statement 2021/2022 – Significant Governance Areas

Quarter 4 update – September/October 2022 to March 2023

Areas identified in 2021/2022	Actions	Quarter 4 Progress
<p>1. COVID-19 pandemic</p> <p>The council will continue to respond to matters arising from the COVID-19 pandemic</p>	<p>The council will continue to monitor national guidance; maintain ongoing resilience arrangements; and implement further measures as and when required in response to the Pandemic.</p> <p>Corporate and Resource risk registers will continue to be monitored and updated to reflect national and local developments.</p>	<p>Schools and educational establishments made good progress through the recovery and renewal phase.</p> <p>The pandemic and mitigations were included in the Council Risk Register and individual Resource risk registers and Resource Plans as appropriate.</p> <p>The council continued to build on the partnership arrangements it had in place with NHSL Public Health to plan and mitigate against public health matters. Social Work and social care critical functions framework remains in place.</p> <p>Pressures with particular recognition to the potential impacts of COVID-19, influenza, cost of living issues and other concurrent risks remain, and winter planning arrangements put in place have continued. There are also unprecedented pre-existing system wide pressures as a result of the ongoing challenge of recovering from and working with the ongoing impact of the COVID-19 pandemic.</p> <p>Multi-agency approach taken across NHS Lanarkshire, the two Health and Social Care Partnerships (HSCP)/Integrated Joint Boards (IJBs), North and South Lanarkshire Councils together with the respective supports.</p> <p>Social Work Resource risk register monitored and reviewed by Senior Management Team and reported to</p>

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		every Social Work Committee. Risk is prioritised on those associated with public protection to ensure children and vulnerable adults continue to be supported.
<p>2. COVID-19 Pandemic recovery</p> <p>Recovery actions</p>	<p>As conditions continue to improve, the council will deliver the right services in the right way, for the benefit of our residents and communities.</p>	<p>As conditions improved all Resources have resumed services which were stood down or delivered in a different way.</p> <p>Demand continues to be very high for Social Work Resources and clearing the backlog of demand resulting from the pandemic remains a priority, particularly within Justice services, where access to sufficient accommodation to see face to face appointments remains challenging. Recovery progress will continue to be monitored. Should conditions change the social work and social care critical framework will be utilised.</p>
<p>3. Cyber Resilience</p> <p>Compliance with legislative and regulatory policy</p>	<p>A programme of actions to maintain cyber security and resilience in 2022/2023 will include:</p> <ul style="list-style-type: none"> • Refresh/retiral of legacy systems, network equipment and end user devices (mobile phones, PCs) • Programme of security patching of all systems • Compliance with PSN and Cyber Essentials schemes • Incident response • Officer training and awareness (e.g., phishing) • Data security reviews as part of new system installation • Security monitoring 	<p>Education Resources has operating procedures which provide guidance to on cyber bullying and information security which are monitored on annual basis. Security is a key feature of the managed ICT service contract for schools and establishments, which includes a refresh programme.</p> <p>All actions have been progressed. The Council achieved PSN certification for 2023. This recognises both the current cyber security status, and SLC's ongoing programme of system upgrades to maintain this.</p>

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<p>4. Financial Challenges</p> <p>Exceptional increase in costs, reduction in council funding, resulting in difficulties maintaining front line services.</p>	<p>The Council faces a challenging situation in the medium to long-term because of reduced funding in real terms, rising costs and an increase in demand. In addition there are exceptional increases in costs being experienced resulting in significant budget gaps that will require to be managed.</p> <p>The Council has developed a long-term strategy which identifies budget pressures, future risks and uncertainties, and projects budget gaps to 2028/2029.</p> <p>The Budget Strategy for 2023/2024 will be updated and presented to councillors during 2022.</p>	<p>All Resources identified the main challenges, risks and new developments which would have a significant impact on the delivery of services.</p> <p>The impact of the financial challenges features in the Council wide risk register and also individual Resource Risk Registers and in all Resource Plans.</p> <p>The council identified and implemented a range of new and existing supports to help households manage scarce resources and services explored all avenues to support the most vulnerable in the financial year 2022/2023.</p> <p>The budget strategy for 2023/2024 was updated and presented to councillors to inform the budget setting process for 2023/2024.</p>

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<p>5. Integrated Joint Board – Health and Social Care</p> <p>The need for the council to deliver the objectives set out in the Integrated Joint Board (IJB) Strategic Commissioning Plan 2022 to 2025</p>	<p>The current strategic direction set out and approved by the IJB is detailed within the Strategic Commissioning Plan. The council and NHS Board are required to deploy their resources in line with this strategic direction.</p> <p>The IJB issues Directions that set out the key actions to be delivered by the council during the year 2022/2023 and these Directions were agreed by the IJB at its special budget meeting in March 2022.</p> <p>The council will provide progress updates against Directions for which it is the lead organisation.</p>	<p>The Annual Performance Report (APR) 2021/2022 for the South Lanarkshire Integration Joint Board (IJB) was approved on 13 December 2022.</p> <p>The APR aimed to ensure that performance was open and accountable, whilst providing an overall assessment of performance in relation to planning and carrying out integration functions.</p> <p>As recommended by the Scottish Government, the report included:</p> <ul style="list-style-type: none"> ◆ a summary of progress against the 9 National Health outcomes using, as a minimum, the 23 core national performance indicators ◆ financial performance and Best Value <p>Work will now commence on the 2022/2023 Annual Performance Review.</p> <p>The IJB's external auditor, Audit Scotland, was required to supply an audit certificate outlining the findings of the audit process undertaken in relation to the IJB's Annual Accounts 2021/2022.</p> <p>Newly formed Locality Implementation Groups have developed locality plans and profiles which underpin the Strategic Commissioning Plan. The plans, which were approved in March 2023, will focus on the delivery of the following priorities: Early Intervention, prevention and reducing inequalities; Mental health and addictions; Improving unscheduled care and optimising intermediate care; and Supporting carers.</p>
<p>6. Review of Community Planning</p>	<p>During 2019, the Community Planning Partnership Board undertook a self-assessment of the current Community</p>	<p>Interim structures are in place and the new Community Plan was presented to the CPP Board for approval on 22 June 2022 together with a progress update on structure</p>

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<p data-bbox="109 84 573 196">Provide support to the review of Community Planning arrangements</p> <p data-bbox="109 715 483 786">6. Review of Community Planning cont'd.</p>	<p data-bbox="595 84 1256 276">Planning arrangements. Improvement actions were later supplemented by the recommendations from the Council's Best Value Assurance Review and a group was set up to take these forwards.</p> <p data-bbox="595 308 1245 499">The review focuses on several key areas including structures, governance, and accountability arrangements. The council will provide resources to support the implementation of the agreed actions.</p> <p data-bbox="595 547 1256 1010">The proposal was approved by the Community Planning Partnership Board at their meeting in September 2020. This highlighted a two-phase approach to implementation, with interim actions to be delivered during the 2021/2022 year leading to final improvements, particularly around structures, during 2022/2023 in order to ensure that the partnership is fit for purpose to deliver the outcomes within the new Community Plan, which will be created using a co-production model during 2021/2022.</p>	<p data-bbox="1296 84 2119 260">changes. Further progress updates were made to the CPP Board on 14 September 2022 detailing the changes required to governance structures in order to deliver the plan. Work continues with the partners to progress changes.</p>
<p data-bbox="109 1106 573 1137">7. Community Wealth Building</p> <p data-bbox="109 1169 551 1233">Deliver the Community Wealth Building Strategy</p>	<p data-bbox="595 1106 1256 1449">The Community Wealth Building Strategy which was approved in March 2021 will bring fundamental changes to how the Council delivers its services and works with its partners and communities. In August 2021 the Community Wealth Building Commission approved an action plan containing a range of actions to progress the aspirations of the Strategy over a 3-to-5-year timeframe. A risk</p>	<p data-bbox="1296 1106 2119 1217">An annual report highlighting progress over the first year of the Strategy was presented to the Commission on 28 June 2022 for approval.</p> <p data-bbox="1296 1249 2074 1313">Year 2 Actions identified in the approved Action will be progressed in 2022/2023</p>

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	<p>register has been developed and approved. Risk monitoring arrangements are in place</p>	
<p>8. Sustainable Development and Climate Change</p>	<p>The Council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. A review of the council's Sustainable Development and Climate Change Strategy (2017 to 2022) has commenced and is scheduled to conclude during 2022; and a new Strategy for 2022 to 2027 was developed and presented to Council in June 2022 for approval together with the Council Plan and Community Plan. An Action Plan is being developed covering the 5-year period of the Strategy. The Action Plan will be reviewed annually with progress updates being reported to the Climate Change and Sustainability Committee on a 6 monthly basis.</p>	<p>A one year interim Sustainable Development and Climate Change Strategy Action Plan is being implemented for 2022/2023, and progress on it, together with a full action plan covering the five year period of the Sustainable Development and Climate Change Strategy (2022 to 2027) was presented to the Climate Change and Sustainability Committee in February 2023 for approval.</p>
<p>9. Economic Strategy</p>	<p>The new draft Economic Strategy 2022 to 2027 has been developed and approved by Council on 15 June 2022 as part of a suite of documents accompanying the draft Council Plan and Community Plan. The vision within the Strategy is "to make South Lanarkshire a flourishing, green, dynamic and equitable place for communities, visitors, businesses and investors". The Strategy is framed around the 3 themes of sustainable, inclusive, economic development- People, Place and Business.</p> <p>Further online consultation on the Strategy</p>	<p>The final community consultation exercise on the draft Economic Strategy (2022 to 2027), was completed on 26 September 2022. Results were collated and the final strategy was presented to Community and Enterprise Resources Committee in December 2022.</p>

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Economic Strategy Cont'd.	<p>took place during July and August. Progress on the delivery of the Action Plan will be measured 6-monthly with the results being reported annually to the relevant committees.</p> <p>The council will continue to lead on local economic recovery for South Lanarkshire businesses through promotion of local economic support networks and contribution to the pan-Lanarkshire Economic Forum.</p>	
10. Implement the outcomes following the Cross-Party Working Group Review of South Lanarkshire Leisure and Culture (SLLC)	<p>Outcomes of the Review will continue to be implemented over the course of the 2022/2023 and include:-</p> <ul style="list-style-type: none"> • Presentation of the modernised constitution for the new SCIO model approved by the SLLC Board in February 2022 to the Council for approval in 2022 A review of various Service Level Agreements that exist for the provision of shared services will be undertaken with the aim of strengthening the SLC/SLLC partnership); and Continue to engage with community groups on community asset transfer of SLLC assets. 	<p>Council approval of the new governance arrangements between SLC and SLLC completed in June 2022, with approval also received from SLLC Board. The official conversion of SLLC from a Trust to a Scottish Charitable Incorporated Organisation (SCIO) was completed on 3 April 2023.</p> <p>A revised pricing policy was agreed by the SLLC Board and implemented from 1 April.</p> <p>The review of Service Level Agreements between SLC and SLLC is ongoing.</p> <p>The Council and SLLC continue to engage with community groups on the community asset transfer of SLLC assets. This is facilitated through the Council's community asset transfer working group and supported by the Community Engagement Team. A number of transfer requests are being considered at the moment with decisions based on the community benefit to be gained.</p>

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<p>11. Recruitment and Retention Challenges</p>	<p>COVID-19 and Brexit have had a substantial impact on recruitment and retention as the labour market has tightened and employees have more mobility through agile working which is not necessarily tied to a geographical location. In addition some older workers have reassessed priorities and taken up an option for partial or full retiral earlier than they would have done previously.</p> <p>As a result there are a number of skills in short supply nationally and this is putting pressure on local government services. Examples of this include HGV drivers, procurement and Social Care. The impact on Senior Manager recruitment and retention is also clear and turnover at this level is closely monitored</p> <p>South Lanarkshire Council has experienced these issues and has taken appropriate actions to address.</p>	<ul style="list-style-type: none"> • Workforce Plans were refreshed to reflect the changed environment by 30 June 2022. • The updated plans were reported to the relevant Resource Committees in September and October 2022. • A grow your own approach is being used in key areas (recruited graduates in Procurement and Finance) • Increasing social media recruitment and use of job fairs • Employability routes have been defined for skills shortage areas (e.g. Social care) • Enhanced employee support arrangements are in place and have been reviewed for development of existing employees