

Motherwell, 13 December 2018 at 1 pm.

A Meeting of the **AUDIT AND SCRUTINY PANEL**

PRESENT

Councillor Gallacher, Convener; Councillors Burrows, Graham, Hogg, Hume and T. Johnston.

CHAIR

Councillor Gallacher (Convener) presided.

IN ATTENDANCE

Paul Hughes, Head of Financial Solutions; Andrew McPherson, Head of Regulatory Services and Waste Solutions; Alison Gordon, Interim Joint Executive Director (Education and Families); Ken Adamson, Audit and Risk Manager; Linda Johnston, Business Solutions Manager; Susan Lawrie, Business Manager and Andrew Rose, Democratic Services Manager.

ALSO IN ATTENDANCE

Carol Grant, Senior Audit Manager, Audit Scotland.

APOLOGIES

Councillors Stevenson, Graham and McKendrick.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1. There were no declarations of interest.

The Convener used her discretion and varied the Order of Business as hereinafter Minuted.

RISK MANAGEMENT UPDATE: KEY CORPORATE RISK - PUBLIC PROTECTION

2. There was submitted a report by the Joint Interim Executive Director (Education and Families)/Chief Social Work Officer providing an overview of Management's current assessment of Corporate Risk L8: Public Protection and highlighting the current key management processes and controls which were designed to mitigate this risk, as well as any planned actions intended to enhance current controls or to mitigate the risk further (1) reminding the Panel that as part of the agreed approach for the Management of Key Corporate Risks, each risk had a nominated Member of the Corporate Management Team as its lead and that each risk had also been assigned to a relevant Corporate Working Group/Management Team for ongoing assessment, monitoring and review; (2) highlighting that under the Risk Management part of its Agenda, and in order to properly fulfil its role, the Panel was seeking to receive more detailed reports on the management of some of the Key Corporate Risks and that, for this cycle, it had been agreed that a report be submitted on Corporate Risk L8: Public Protection; (3) explaining that this risk had been aligned to Corporate Public Protection Arrangements, with the Chief Social Work Officer and the Head of Adult Social Work Services identified as the Corporate Risk leads; (4) detailing that the Local Authority is a key participant within the Four Key Multi-Agency Strategic Groups which oversee public protection in North Lanarkshire, namely the Child Protection Committee (CPC), the Adult Protection Committee (APC), the Violence Against Women

Group (VAWG) and the MAPPA Strategic Oversight Group (SOG); (5) advising of the reporting, monitoring and audit arrangements in place across the Four Key Public Multi-Agency Strategic Groups and outlining a number of techniques used by these Groups whilst undertaking their role in respect of public protection; (6) informing the Panel that there were also a number of external scrutiny bodies which have a role in respect of the monitoring and inspection of public protection arrangements including the Care Inspectorate, HMIE (HIS and HMIC), and reporting that, whilst the Council had had no external public protection inspections over the previous two years, learning from inspections elsewhere has been shared to support continuous improvement; (7) recognising that public protection responsibilities sit across Council functions and, accordingly, wider reporting is considered desirable in supporting enhanced oversight assurance in this area and the new Annual Public Protection Report was intended to address this gap, and (8) attaching, as an Appendix to the Report, the Corporate Risk Review – L8: Public Protection Risk Management document.

Alison Gordon spoke to the report and answered a number of questions raised by the Panel, particularly in relation to processes in place to carry out reviews of the Council's arrangements as a result of events that had taken place elsewhere, together with any learning and training that had taken place.

The Panel considered that it would be useful to receive further information on the analysis that had been undertaken following a major review of issues outside of the authority, together with the conclusions agreed by appropriate officers.

Decided:

- (1) that the contents of the report be noted, and
- (2) that a report be submitted to a future meeting of the Panel detailing conclusions reached by the Council arising from reviews on significant issues, which had been undertaken elsewhere, in respect of public protection.

OLDER PERSONS' (AGE 65+) HOME CARE COSTS PER HOUR

3. There was submitted a report by the Interim Head of Adult Social Work Services providing further detail and explanation of the Council's performance in relation to this Local Government Benchmarking Framework (LGBF) indicator for the year 2016/17 (1) reminding the Panel that at its meeting on 30 August 2018 it had been agreed that a further report be brought on the hourly costs for homecare for older people (aged 65+) on consideration of the latest figures published as part of the LGBF; (2) reiterating that the LGBF had been in place for a number of years as a means of benchmarking a range of cost and performance measures across Scottish Local Authorities; (3) reporting that older persons' (aged 65+) homecare costs per hour had been gradually increasing across Scotland since 2014/15 and that for 2016/17 North Lanarkshire ranked 24th out of all Local Authorities, which represented a relative change of five places in the new ranking from 2015/16; (4) advising that this increase was largely attributable to the regrading of Home Support Staff in 2015/16 from Grade NLC3 to NLC7 which had cost the Council approximately £6m in that financial year, however, there were two additional minor factors which had resulted in increased hourly costs namely (a) the commitment to pay the Scottish Living Wage to Social Care Providers and (b) the new Home Support Framework that included an hourly rate designed to attract providers to the Council, and (5) attaching, as an Appendix to the report, a table providing comparative data between the Council and its family group authorities in respect of older persons' (aged 65+) homecare costs per hour.

Alison Gordon spoke to the report and thereafter the Panel agreed that the contents of the report be noted.

LGBF - GROSS COST OF CHILDREN LOOKED AFTER IN RESIDENTIAL BASES

4. There was submitted a report by the Joint Interim Executive Director (Education and Families) providing further detail and explanation of the Council's performance in relation to this Local Government Benchmarking Framework (LGBF) indicator for the year 2016/17 (1) recalling that the Panel, at its meeting on 30 August 2018, had agreed that a further report be brought on the gross cost of children looked after in residential bases; (2) advising that the LGBF had been in place for a number of years as a means of benchmarking across Scottish Local Authorities a range of cost and performance measures; (3) explaining that the LGBF data for the gross cost of children looked after in residential bases was based on Local Finance Return (LFR) data submitted to the Scottish Government on an annual basis by each Local Authority; (4) detailing that, after 2016/17, the LGBF results for the gross cost of children looked after in residential bases ranked North Lanarkshire as 22nd out of all Local Authorities, representing a relative change of 13 places in the overall ranking for 2015/16; (5) informing the Panel that officers had revisited the data submitted to the Scottish Government and had identified a categorisation error in the costs between residential and community based care resulting in the overall residential costs being overstated by £1.386m and that, adjusting for this error, the gross cost in 2016/17 had been reduced to £5.978m and the cost per child to £3,025.30 which would place the Council at rank 13 across Scottish Local Authorities; (6) advising that contact would be made with the Scottish Government to advise it that the data for 2016/17 included an error and to request that it update its electronic publications accordingly; (7) indicating therefore, that costs had increased marginally from £5.937m in 2015/16 to £5.978m in 2016/17, largely attributable to pay awards and the often very complex needs of children and young people in residential placements; (8) confirming that the recategorisation of costs would have no impact on the relative performance of the Council in relation to the LGBF indicator – Gross Cost of Children Looked After in Community Setting per child per week – for which the Council was ranked number 1 in both 2015/16 and 2016/17, and (9) attaching, as an Appendix to the report, a comparison of the Council with its Family Group Local Authorities for the data related to balance of care for looked after children: percentage of children being looked after in the community.

Alison Gordon spoke to the report and Paul Hughes provided further clarification in respect of the miscalculation which had taken place.

Thereafter, discussion took place on actions which had taken place to ensure that such a miscalculation would not reoccur in the future.

Decided: that the contents of the report be noted.

AUDIT AND RISK-RELATED ITEMS: ACTION LOG

5. There was submitted a report by the Audit and Risk Manager to enable the Panel to track implementation of requests and recommendations made by it in respect of audit and risk related items in the previous 12 months and attaching, at Appendix 1 to the report, details of those audit and risk related requests and recommendations made by the Panel and when these had been addressed and/or were expected to be addressed.

Ken Adamson spoke to the report and the attached Action Log and, arising from discussion, the Panel expressed its concern at the length of time taken to conclude an action to enable the Register of Interests for Senior Officers to be made available within the public domain. Officers informed the Panel as to the reasons why there had been a delay in the implementation of this matter and the Convener advised that she would speak to the Chief Executive on this issue.

Decided: that the contents of the report be noted.

FOLLOW UP OF ACTIONS PREVIOUSLY AGREED BY MANAGEMENT IN RESPONSE TO INTERNAL AND EXTERNAL AUDIT RECOMMENDATIONS

6. There was submitted a report by the Audit and Risk Manager (1) detailing the extent to which management had implemented those actions previously committed to in response to recommendations in Internal and External Audit reports where actions were due to be completed by the end of August 2018; (2) advising that internal audit had concluded that nine of the 18 relevant actions agreed in response to Internal Audit outputs had been completed, with nine not yet fully implemented; (3) providing, within Appendix 1 to the report, detailed updates of the previously agreed planned actions which had not yet been completed and were assessed by internal audit as having a medium residual risk rating, and highlighting that 51 of the 52 agreed actions in response to External Audit outputs had been completed, with one action being assessed as no longer relevant.

Ken Adamson spoke to the report and clarified, in response to a question from the Panel, that information was available within the report to enable members to ascertain how much progress had been made, and on the residual risk that remained with regard to those actions classified as partially implemented.

Decided: that the contents of the report be noted.

REVIEW AND UPDATE OF REVISED WASTE COLLECTION SERVICE

7. There was submitted a report by the Head of Regulatory Services and Waste Solutions providing detail of recommendations made from a review of the revised waste collection service and the actions taken to address the points raised, together with information on a number of improvements that had now taken place across the waste service to the ongoing transformation programme (1) reminding the Panel that it had previously considered a report at its meeting on 26 October 2017 and agreed that following an internal review of the introduction of a revised waste service, a further report would be submitted outlining the outcome and recommendations from that review; (2) providing a background and narrative on the drivers which had incentivised the Council to amend the waste collection scheme, introduced in October 2017, which from the outset, had suffered a number of operational issues, impacting across the Council area; (3) explaining that, arising out of these operational issues, a review of the introduction of the new service arrangements had been undertaken to establish the weaknesses that had contributed to the operational issues and to provide recommendations to address these; (4) intimating that, separate from the above, it was also clear that the Waste Service was in need of transformational change and a number of significant operational changes were also required to ensure that the Service not only addressed the recommendations from the review but that it also changed and adapted to provide a service capable of delivering an efficient waste service for the future; (5) advising that the review had been undertaken by interviewing 18 members of staff, the majority of whom were employed within the waste service but also included representatives from other service areas; (6) informing the Panel that, to ensure that the Service continued to address the recommendations within the original report, a follow-up review had been scheduled for early in 2019 and that the Service's responses to the recommendations would be assessed with an outcome report provided to the Executive Director (Enterprise and Communities); (7) outlining a number of actions that had been undertaken to improve the Council's recycling performance at its six recycling centres; (8) providing a narrative on the rationale behind the proposed rationalisation of depots including centralisation into the Bellshill Depot; (9) reporting on actions to be taken to ensure that members of staff are kept fully informed and engaged in the overall transformation process; (10) highlighting that, over the previous year, the overall level of service had continued to improve, and providing a summary of the key areas in relation to (a) recycling level; (b) quality of recyclate; (c) level of kerbside residual waste; (d) missed bins and pullout; (e) Identification of ongoing cost pressures, and (f) replacement/new bin requests, and (11) attaching, as an appendix to the report, details of the recommendations arising from the review.

Andrew McPherson spoke to the report and provided clarity of a number of issues and answered questions raised by members of the Panel. The Panel was also informed that a typographical error within the report stated that a standard fee of around £25 would be charged for any resident who

required a replacement bin whereas in fact the charge would be £54. The Panel also requested that, at an appropriate time, further information be provided regarding the Council's ability to meet the Scottish Government's recycling target.

Andrew McPherson also informed the Panel that it would be his intention, at an appropriate time, to provide a presentation to all elected members regarding the implementation of the changes outlined in the report.

Decided:

- (1) that the contents of the report be noted;
- (2) that it be noted that a presentation would be made to all elected members, at an appropriate time, regarding the implementation of service changes outlined in the report, and
- (3) that a further report be provided to the Panel, at an appropriate time, reporting on the Council's ability to meet the Scottish Government recycling target.

INTERNAL AUDIT PROGRESS REPORT

8. There was submitted a report by the Audit and Risk Manager (1) providing an overview of Internal Audit activities; (2) detailing the results of the Internal Audit outputs finalised since the last progress report submitted to the meeting of the Panel in August 2018; (3) highlighting the most significant issues arising from recently completed audit work, and (4) providing, in Appendix 1 to the report, a brief summary of the scope and key findings of each substantive audit report.

Ken Adamson spoke to the report and responded to questions from the Panel, particularly in relation to a concern raised regarding the need for the Council's ICT Disaster Recovery Plan to be urgently reviewed and, where necessary, updated, as detailed in the report.

Decided:

- (1) that the contents of the report be noted, and
- (2) that a report be submitted to a future meeting of the Panel regarding the Council's ICT Disaster Recovery Plan in terms of review and update.

UPDATE ON RESILIENCE PLANNING AND BUSINESS CONTINUITY ARRANGEMENTS

9. There was submitted a report by the Head of Regulatory Services and Waste Solutions providing an update to the Panel on the Council's arrangements with regard to resilience planning and business continuity (1) informing the Panel that the Civil Contingencies Act 2004 and the Contingency Planning (Scotland) Regulations 2005 define Local Authorities as Category 1 Responders and, as such, they are required to fulfil the statutory obligations in respect of contingency planning and business continuity; (2) advising that the Corporate Resilience Plan, finalised in August 2017, provides the enabling framework through which the Council will initiate and manage its emergency response activities and integrate with other responders; (3) explaining that the Corporate Resilience Plan was approved by the Policy and Resources Committee on 21 September 2017 and that, although it is scheduled to be reviewed on a bi-annual basis, it remains a dynamic document which will be revised over the following months to reflect structural changes taking place within the organisation; (4) outlining activities undertaken to date to ensure that appropriate business continuity, resilience and planning processes are in place across the Council and attaching, as Annex A to the report, details of the methodology and processes via which each service will ensure that critical activities are maintained in the event of, for example, an acute shortage of staff caused by an outbreak such as

pandemic flu; (5) attaching, as Annex B to the report, detail of the service contact details and procedures for contacting staff in the event of loss of building or emergency, with Annex C to the report providing generic documentation to be produced for service reference by the ICT Security Manager, relating to cyber security and cyber resilience; (6) attaching, as Annex D to the report, generic documentation to be produced for service reference by the Resilience Development Co-ordinator, in conjunction with the ICT Security Manager, relating to power resilience; (9) reporting that Internal Audit had recently undertaken a review of the Council's business continuity disaster recovery arrangements and outlining how the recommendations from that review would be utilised; (10) advising the Panel that, with regard to power resilience, the Scottish Government had, in consultation with partner organisations, produced a Power Resilience Multi Agency Framework for Scotland, the purpose of which was to facilitate a co-ordinated response in the event of a national or large scale power outage, and a copy of that document was attached as Appendix 1 to the report, however, the report noted that this document remained in draft form and accordingly every public agency was currently at the same stage of preparation as each waited for this document to be further developed and completed; (11) intimating that, although the national guidance had not yet been completed, preparation for power resilience had commenced, with one Scottish Government Project recently completed in response to a request for Public Authorities to undertake an exercise to determine how many resilient buildings would be available to them in the event of a complete loss of power; (12) advising that the resulting assessment demonstrated that Council facilities had shown that there was currently no resilience for any properties outwith small generators to allow the phased shut down of IT services, and that steps would now be taken to determine whether the expense involved to introduce power resilience within key properties would be cost effective taking into account the likelihood of the risk of complete power failure being realised, and (13) advising that, to further assist in the Council's approach towards power resilience, a Council wide table top exercise would be held on 12 June 2019 to raise awareness of the Business Continuity Plan, including disaster recovery, cyber and power resilience.

Andrew McPherson spoke to the report and agreed that, at an appropriate time, he would provide a further update to the Panel on the production of the business recovery plans.

Decided:

- (1) that the contents of the report be noted;
- (2) that the requirement to review the Corporate Business Continuity Plan and Disaster Recovery Plan to reflect the new Council structure be noted, and
- (3) that the actions being undertaken in respect of the measures required to ensure power resilience in the event of a loss of the mains electricity supply for up to seven days be noted.

ADDITIONAL SOURCES OF ASSURANCE: RECENT RELEVANT REPORTS

10. There was submitted a report by the Audit and Risk Manager bringing to the attention of the Panel reports submitted to other Council Committees in the previous year, providing additional assurance to the Panel on the adequacy and effectiveness of the Council's Internal Control, Risk Management, and Corporate Government arrangements which were likely to contribute towards the preparation of the Council's Annual Governance Statement for 2018/19.

Decided: that the contents of the report be noted.

RISK MANAGEMENT UPDATE

11. There was submitted a report by the Audit and Risk Manager providing the Panel with an overview of the Council's Risk Management arrangements and progress made in implementing planned improvements to those arrangements and also providing a brief overview of the current status of the

Council's identified key corporate risks (1) explaining that a key focus during 2018 was to progress completion of deep dive review documentation for key corporate risks and that this had now been completed for all but two of the 25 risks on the Corporate Risk Register; (2) explaining that, of the outstanding two risks, one – Risk F3: Capital and Revenue Grant Funded Programmes was in the process of being finalised whilst the other, Risk S4: Health and Social Care Integration, was on hold given the current review of Health and Social Care Integration; (3) advising that all live corporate risks were subject to a regular and ongoing programme of monitoring and review by relevant Senior Management; (4) reminding the Panel that it had previously requested that it be provided with more detailed overviews of Management's current assessment of key corporate risks and that, for this cycle, Risk L8: Public Protection and L3: Health and Safety had been selected. and that reports covering these risks were included as separate agenda items on the agenda for this meeting; (5) detailing that there were currently 25 identified risks on the Corporate Risk Register, with 23 of these categorised as live; (6) outlining the risk monitoring and review process in relation to each of the 25 risks, and indicating that risks required to be formally monitored and reviewed in accordance with an agreed frequency dependent on the previously assessed residual risks score, with high risks requiring to be reviewed at least quarterly, medium risks at least every six months, and low risks at least annually, providing details of 11 corporate risks reviewed since the last update to the Panel, and indicating the risk rating attributed to each; (7) providing assurance to the Panel regarding the process being undertaken during risk reviews and outlining a number of key questions which risk leads should keep in mind when undertaking their review; (8) providing a narrative on other areas including Service Risk Registers, the Fig Tree Risk Management System implementation, and other risk management activity.

Ken Adamson spoke to the report.

Decided:

- (1) that the contents of the report be noted;
- (2) that the progress made on the completion, monitoring and review of key corporate risks be noted, and
- (3) that the progress in taking forward planned improvement actions be noted.

RISK MANAGEMENT UPDATE: KEY CORPORATE RISK L3 - HEALTH AND SAFETY

12. There was submitted a report by the Head of People and Organisational Development providing the Panel with an oversight of Management's current assessment of Corporate Risk L3: Health and Safety (1) explaining that, as part of the agreed approach to the Management Key Corporate Risks, each risk had a nominated member of the Corporate Management Team as a Risk Lead and that each risk had also been assigned to a relevant Corporate Working Group/Management Team for ongoing assessment, monitoring and review and that reviews would be undertaken on a frequency aligned to residual risk rating; (2) reporting that for this particular risk the Head of People and Organisational Development had been identified as the Corporate Risk Lead and that Health and Safety had been identified as a key corporate risk largely due to the need to ensure compliance with the Health and Safety at Work Etc Act 1974 and other associated legislation; (3) attaching, as Appendix 1 to the report, the Deep Dive Risk Review documentation.

Fiona Whittaker spoke to the report and referred to an updated version of the report which had been circulated to members of the Panel in advance of the meeting. A request was made by the Panel that information be provided to it on injuries sustained at work and on follow-up reviews and changes to processes, which had taken place as a result.

Decided: that the contents of the report be noted.

PERFORMANCE REPORT: IMPROVING LOCAL SERVICES

13. There was submitted a report by the Business Solutions Manager referencing the report presented to the Panel in April 2018, outlining the Council's performance highlights 2017/18, which was followed in November 2018 by the second in the series of those reports – the Performance Report – which provided a review of performance for 2017/18 against the stated intentions in the Council's Business Plan 2017 to 2020, and advising that this third report now covered operational performance information used to assess how well the Council was improving local services (1) explaining that the information contained therein comprised a range of performance measures from a well established suite, reviewed and agreed by Heads of Service in October 2017 as part of their corporate performance responsibilities; (2) comparing results from the previous year to the current year which had shown that, in 78% of indicators, performance had improved, had remained consistent or had moved within a tolerance of +/- 5% from the previous year; (4) intimating that, when comparing performance against targets, 72% of indicators were on target or above target, with 28% below target; (5) providing a further analysis that, when comparing the 32 indicators which had declined, 11 indicators remained either on target or above target; (6) listing the 16 indicators being reported against, with further detail for each indicator being contained within Appendix 1 to the report, and (7) outlining the next steps to be undertaken to review the Council Plan in order to align it as North Lanarkshire's Strategic Plan to We Aspire – A Shared Ambition which had been approved at the Policy and Resources Committee in September 2018.

Linda Johnston spoke to the report and provided clarification on some of the performance measures outlined in Appendix 1 and on the availability of benchmarking information against other Local Authorities.

Decided:

- (1) that the contents of the report be noted, and
- (2) that Appendix 1 to the report be brought back to a future meeting of the Panel together with comments on the level of performance and further detail on benchmarking information, where available, to permit further discussion.

Motherwell, 1 March 2019 at 10 am.

A Meeting of the **AUDIT AND SCRUTINY PANEL**

PRESENT

Councillor Gallacher, Convener; Councillor Stevenson, Vice-Convener; Councillors Anderson, Burrows, Graham, Hume, T. Johnston, Morgan and Watson.

CHAIR

Councillor Gallacher (Convener) presided.

IN ATTENDANCE

Des Murray, Chief Executive; Alison Gordon, Joint Interim Executive Director (Education and Families); Ken Adamson, Head of Audit and Inspection; Paul Hughes, Head of Financial Solutions; Gerard McLaughlin, Head of Education (Central); Linda Johnston, Business Solutions Manager; Susan Lawrie, Business Manager (Performance and Resource Allocation), Jack Wiggins, Business Solutions Officer, and Kirsty Brown, Committee Officer.

ALSO IN ATTENDANCE

Euan Dickson, Auditor, Audit Scotland.

APOLOGIES

Councillors Hogg and Alan Valentine.

CONVENER'S REMARKS

The Convener welcomed all previous and new members to the meeting of the Audit and Scrutiny Panel and advised the Panel that, as of 25 January 2019, Chief Officers' Registers of Interest were available on the Council's website.

The Convener exercised her discretion to vary the Order of Business as hereinafter Minuted.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1. There were no declarations of interest.

CROSS BOUNDARY PROTOCOL

2. There was submitted a report by the Joint Interim Executive Director (Education and Families) (1) advising that, following the introduction of the Children and Young People (Scotland) Act 2014 (CYP Act 2014), it was recommended that a cross boundary, no charging policy be implemented uniformly by Education Authorities; (2) intimating that the 12 authorities across the West Partnership had collaborated to produce clear guidelines and a protocol that would support the spirit of the CYP Act 2014; (3) providing a copy of the Inter Authority Cross Boundary Funding Protocol – Session 2018/19 within Appendix 1 to the report, and (4) detailing that a Cross Boundary Admission Panel would meet in May each year to review the funding requests, at which point levels of funding would be agreed in line with the resident Local Authority budgets.

Gerard McLaughlin spoke to the report and thereafter the Panel agreed to note that the Council's Education and Families Service was complying with the West Partnership Cross Boundary Protocol.

AUDIT AND SCRUTINY - TERMS OF REFERENCE

3. There was submitted, for information purposes, the Terms of Reference for the Audit and Scrutiny Panel, as approved by the Council at its meeting on 20 December 2018.

Ken Adamson spoke to the report and, thereafter, the Panel agreed to note the Audit and Scrutiny Panel Terms of Reference.

PERFORMANCE IN IMPROVING LOCAL SERVICES - FOLLOW-UP REPORT

4. With reference to paragraph 13 of the Minute of the meeting of the Panel held on 13 December 2018, there was submitted a report by the Business Solutions Manager (1) advising, that following the submission of the operational performance information used to assess how well the Council was improving local services, the Panel had requested additional information in relation to the 16 indicators, where it was identified that performance had both declined over the period and was lower than the specified target; (2) providing, within the Appendix to the report, further commentary in relation to these 16 indicators, along with benchmarking results where available, and (3) highlighting that work was underway to review the Council Plan and align it as North Lanarkshire's Strategic Plan.

Linda Johnston spoke to the report and answered Members' questions. After full discussion, the Panel agreed (1) that further detailed reports be submitted to the meeting of the Audit and Scrutiny Panel scheduled for 16 May 2019, providing an update and additional information in relation to (a) the 16 performance measures detailed within the report; (b) Performance Measure 1, with a particular focus on best practice from other local authorities/organisations and any other underlying reasons and trends within this area; (c) Performance Measure 11, with a particular focus on new build housing and any potential impact on school rolls, and (c) Performance Measures 13 to 16, with particular focus on the number of visits and attendance at Community facilities, libraries, museums and other indoor sport and leisure facilities, and (2) that the report be noted.

COMPLAINTS HANDLING - FOLLOW-UP REPORT ON LEARNING FROM COMPLAINTS

5. With reference to paragraph 3 of the Minute of the meeting of this Panel held on 15 November 2018, there was submitted a report by the Business Solutions Manager (1) advising that there had been a number of improvements to services or changes to ways of working since the Complaints Handling Procedure (CHP) had been introduced on 1 April 2013; (2) highlighting that the Panel, at its meeting on 15 November 2018, had requested a further report in order to assess the impact and outcomes achieved as a result of the CHP improvements; (3) detailing, within the Appendix to the report, the improvements and changes that had been implemented to ensure complaints did not reoccur; (4) providing details of (a) the overall volume of complaints dealt with at Stages 1 and 2 over the period 2013/14 to 2017/18, and (b) the number of improvements or changes made in respect of each Service function, and (5) intimating (a) that a programme of work was underway to ensure complaints continued to inform improvements to services, contributed to the Council being able to improve outcomes for the people and communities of North Lanarkshire, and aligned with "The Plan for North Lanarkshire", and (b) that work was underway to use the Scottish Public Services Ombudsman guidance in relation to implementing a matrix that provided a standardised approach across the Council in terms of identifying areas for improvement.

Linda Johnston spoke to the report and, thereafter, the Panel agreed to note the report.