

# North Lanarkshire Council Report

## Audit and Scrutiny Panel

approval  noting

Ref LJ/SL

Date 25/03/21

## Strategic Performance Framework reporting schedule

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### Executive Summary

Members will recall the Strategic Performance Framework was approved at Committee in September 2019 with reporting arrangements subsequently implemented through the Audit and Scrutiny Panel and Service Committees.

Since then, the emergence of the coronavirus pandemic has had a significant impact on the delivery of the council's planned day to day activities and achievement of strategic priorities. Despite this, coupled with the redeployment of resources and subsequent availability of performance information across the council, a wide range of statutory and strategic performance information has been reported to the Audit and Scrutiny Panel and Service Committees. This report summarises the extent of this reporting over the last 16 months.

With approval of Delivering for Communities in December 2020, and the Programme of Work reviewed and updated for 2021/22, the opportunity has been taken to re-evaluate aspects of the Strategic Performance Framework in light of the current local and national context. This report therefore outlines current national context in terms of audit and governance and Best Value to help inform the direction of the council's performance arrangements and continue to ensure good governance.

The report concludes with an outline of work to develop and implement a Performance Reporting Schedule for 2021/22.

### Recommendations

It is recommended that the Audit and Scrutiny Panel:

- (1) Note the contents of this report and accompanying appendices, and
- (2) Note the next steps.

### The Plan for North Lanarkshire

Priority All priorities

Ambition statement All ambition statements

## 1. Background

1.1 Members will recall the Strategic Performance Framework was approved at Committee in September 2019. This ensures a consistent framework that is designed to produce evidence which allows for day to day activities, and progress towards achieving the shared ambition articulated in The Plan for North Lanarkshire, to be regularly monitored, reported, assessed, and scrutinised.

1.2 The framework operates at three levels:

**1. The North Lanarkshire context**

This comprises a suite of Health Check indicators that collectively provide the North Lanarkshire context. These indicators are designed to provide a high-level impact assessment of the work of the council and partners on North Lanarkshire's economy, its people, and communities

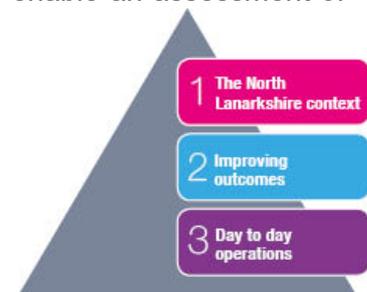
The suite comprises a small number of wider landscape measures which focus (where possible) on outcomes rather than outputs, are sourced externally to provide external verification, and are available nationally to enable a comparison of performance and progress.

**2. Improving outcomes**

This comprises a suite of indicators and information to enable an assessment of progress towards delivering on the priorities and ambitions outlined in The Plan for North Lanarkshire and achieving improved outcomes for all.

**3. Day to day operations**

This comprises a suite of indicators that allow the quality, efficiency, and effectiveness of day to day operations to be assessed. This includes the targets and standards set internally as well as appropriate national outcome and benchmarking comparators.



1.3 The latest results from the Level 1 indicators were presented to the Policy and Strategy Committee on 18<sup>th</sup> March 2021 within the report for the *Programme of Work for 2021/22*. These results were presented in conjunction with the achievements from the 2020 Programme of Work.

1.4 With work to update the Level 1 indicators on a six-monthly review and refresh programme, this has enabled progress over time to be monitored from the baseline set in March 2019. It allows a high-level assessment of the impact of the Programme of Work on North Lanarkshire's economy, its people, and communities. It has also enabled ongoing monitoring of the effect of the coronavirus pandemic on the North Lanarkshire landscape.

1.5 A tailored suite of performance indicators from Levels 2 and 3 in the Strategic Performance Framework have also provided the Corporate Management Team (CMT) with strategic oversight of the impact of the pandemic, both in terms of delivering the council's planned day to day activities and achieving the strategic priorities. Following approval of this approach in June 2020, this suite of performance indicators has been reported regularly to CMT and was considered by the Audit and Scrutiny Panel in September 2020.

1.6 When agreeing the interim approach in June 2020, CMT recognised the impact of the pandemic on the availability of resources and information across services and the

corresponding ability of services to be able to provide performance results to be reported.

- 1.7 It also noted that all measures in the Strategic Performance Framework related to services that were either suspended, operating at a reduced level, or which had changed ways of working in order to continue delivery.
- 1.8 Notwithstanding the subsequent implementation of council and service Recovery Plans, whereby the Strategic Performance Framework was assessed as being in Level 3 (meaning the timescale for full recovery is the end of March 2021), work has continued throughout 2020/21 to ensure a level of strategic oversight and scrutiny has been maintained and the Accounts Commission's *statutory direction* can still be fulfilled.
- 1.9 As the council has moved through the recovery and renewal phase, and new service operating models are developed, the suite of Strategic Performance Framework indicators has been kept under review and amended accordingly. With the Programme of Work now updated for 2021/22, the refresh of the Strategic Performance Framework is nearing completion.
- 1.10 Work to refresh the Strategic Performance Framework has also included a review of the associated reporting arrangements and this report updates Members on work to develop and implement a *Performance Reporting Schedule for 2021/22*.

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## **2. Strategic Performance Framework**

### **National audit and governance and Best Value context**

- 2.1 Members will recall that The Plan for North Lanarkshire and Programme of Work are supported by four strategic frameworks (Performance, Policy, Governance, and Self-Evaluation) designed to enable a regular structured approach to assessing progress, measuring success, and identifying (where necessary) areas requiring improvement. The corporate Project Management Model accompanies these frameworks with its role in ensuring a consistent approach to managing projects and programmes of work.
- 2.2 As separate but overarching elements within the Programme of Work for 2021/22, these frameworks are kept on a regular programme of review and update to ensure they remain up to date and aligned to national audit and governance priorities. Recent developments in this respect include the Revised Statutory Guidance for Best Value published in 2020 (available online at: <https://www.gov.scot/publications/best-value-revised-statutory-guidance-2020/>), and early sight of the Accounts Commission's proposed priorities and work programme for 2021 and beyond.
- 2.3 The original 2004 Best Value guidance was structured around ten Best Value characteristics. The revised guidance reconfigures these characteristics into seven themes (noted below) that better reflect the significantly changed policy and public service delivery landscape within which local authorities now operate.
  1. Vision and leadership.
  2. Governance and accountability.
  3. Effective use of resources.
  4. Partnerships and collaborative working.
  5. Working with communities.
  6. Sustainability.
  7. Fairness and equality.

The revised guidance states that local authorities must be able to demonstrate a focus on continuous improvement in performance around each of these themes.

- 2.4 Moving forward, each council's external auditors will seek to integrate Best Value within their annual audit process. The North Lanarkshire Council Best Value Assurance Report (BVAR) published in May 2019 will be used as the baseline for assessing progress in achieving Best Value.
- 2.5 In recognition of the challenges being experienced by local authorities, the Accounts Commission adopted a set of principles in May 2020 (noted below) to help guide their work and ensure they fulfil their local government watchdog responsibilities:
- The Commission recognises the significant pressures under which local government finds itself as a result of the coronavirus pandemic.
  - The Commission is of the firm view that the principles of sound financial management, good governance, public accountability, and transparency remain vital, although how these are delivered and achieved are likely to be different.

These principles are reiterated in the Accounts Commission's proposed priorities and programme of work for 2021 and beyond.

- 2.6 As part of the national consultation for their programme of work for 2021 and beyond, the Accounts Commission have issued early guidance to audit and risk committees on how to safeguard good governance and effective scrutiny during the pandemic. This recognises that the pace and scale of change is unprecedented, and that changes in governance arrangements are likely to have taken place. It states that this may mean there has been less opportunity for scrutiny and due diligence as public bodies respond rapidly to the challenges arising from the pandemic.
- 2.7 Nonetheless, the Accounts Commission's *statutory direction* places a requirement on councils to report a range of information in terms of (1) improving local services and outcomes and (2) demonstrating Best Value (see Appendix 1). Two key points of note are that the Accounts Commission expect to see (a) a balance in reporting areas of improvement that have been achieved and not achieved, and (b) as much timeousness and currency as is practical. The emphasis on point (b) means the Accounts Commission expects to see performance reporting all year round, and not only through the traditional means of an annual report once a year.

### **Performance reporting schedule**

- 2.8 Members will recall a reporting schedule was included in the approved Strategic Performance Framework which outlined the reporting frequency and audience for the performance indicators within each of the three Levels of the framework. This also highlighted a range of service performance reporting which takes place each year to meet both business and statutory requirements.
- 2.9 Being mindful that response to the pandemic has remained the council's number one priority, services have continued (where possible) to prepare and present performance information to meet business and statutory requirements. The extent of statutory and strategic performance reporting to the Audit and Scrutiny Panel and Service Committees, from cycle 4 in 2019 to cycle 1 in 2021, is reflected in Appendix 2.
- 2.10 Reports in Appendix 2 have been included due to their statutory or strategic performance reporting obligations or because they contain performance information

aligned to one or more of the measures within the Strategic Performance Framework.

## **Next steps**

- 2.11 A draft *Performance Reporting Schedule for 2021/22* has been developed and, following CMT approval, work is underway to finalise this by the end of March 2021. Performance reporting arrangements are also being further developed in line with the guiding principles (i.e. aligned, consistent, transparent, in context, and balanced) in the approved Strategic Performance Framework, in order to ensure the right information to the right audience at the right time.
- 2.12 Work to refresh the Strategic Performance Framework also includes a review of future performance indicator targets and thresholds in line with the three-year budget timetable. Members will recall the approved Strategic Performance Framework included targets up to 2021/22. Once this exercise is completed, updated targets will be presented to the Audit and Scrutiny Panel for Members' further review and scrutiny.
- 2.13 The Strategic Policy Framework and Strategic Governance Framework are on the Programme of Work for 2021/22 in terms of a review and refresh programme. At this time the associated alignment of performance measures from the Strategic Performance Framework will be considered in order to assess the effectiveness of the policies, strategies, and plans in the Strategic Policy Framework and the elements and mechanisms within the Strategic Governance Framework. Updates on the Strategic Policy and Governance Frameworks are scheduled to be presented to the Audit and Scrutiny Panel, and Members will be given the opportunity to review and scrutinise the corresponding performance indicators at that time.

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## **3. Equality and Diversity**

### **3.1 Fairer Scotland Duty**

There is no requirement to carry out a Fairer Scotland Duty assessment based on the recommendations in this report.

### **3.2 Equality Impact Assessment**

There is no requirement to carry out an equality impact assessment based on the recommendations in this report.

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## **4. Implications**

### **4.1 Financial impact**

There is no financial impact arising from the recommendations in this report; financial impacts from performance levels achieved require to be considered by services.

### **4.2 HR/Policy/Legislative impact**

The Local Government in Scotland Act 2003 introduced the duty of Best Value; this requires that councils "*make arrangements to secure continuous improvement in performance*". This duty remains unchanged, the Accounts Commission do however recognise the challenges and have adopted a set of principles to guide their work (see paragraph 2.5).

### **4.3 Environmental impact**

There is no environmental impact arising from the recommendations in this report; environmental impacts associated with performance levels achieved require to be

considered by services.

#### 4.4 **Risk impact**

Implementation of the four supporting frameworks (Performance, Policy, Governance, and Self-Evaluation) are key controls which contribute to the mitigation of the risk on the Corporate Risk Register for Governance, Leadership, and Decision Making.

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### 5. **Measures of success**

- 5.1 Regular scrutiny of the performance information presented to ensure good governance principles are met and enable the council to pursue its ambition effectively, while underpinning this with controls and the management of risk.
  - 5.2 Regular strategic oversight and scrutiny of the council's performance to ensure good governance principles are met and resources are directed in accordance with agreed policy and according to priorities, while ensuring sound decision making and clear accountability for the use of resources in achieving improved outcomes for service users and the local community.
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### 6. **Supporting documents**

- 6.1 **Appendix 1** - Accounts Commission statutory direction: 2019/20 to 2021/22.

**Appendix 2** - Summary of performance reports - from cycle 4 in 2019 to cycle 1 in 2020



**Katrina Hassell**  
**Head of Business Solutions**

## Appendix 1

### Accounts Commission statutory direction: 2019/20 to 2021/22

#### Schedule

Each council will report a range of information in the following areas:

##### **Statutory Performance Indicator 1: Improving local services and local outcomes**

- Performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities.
- Progress against the desired outcomes agreed with its partners and communities.

The Commission requires the council to report such information to allow comparison (i) over time and (ii) with other similar bodies. The Commission requires the council to report on information drawn from the Local Government Benchmarking Framework in particular and from other benchmarking activities.

##### **Statutory Performance Indicator 2: Demonstrating Best Value**

- The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.
- Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments.
- In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.

In satisfying the requirements set out in this schedule, the Commission expects the council to take cognisance of current statutory guidance on Best Value requirements in relation to public performance reporting, and in particular to ensure:

- Balance in reporting areas of improvement that have been achieved and not achieved.
- As much timeousness and currency as is practical.

Appendix 2

**Summary of service / statutory / Strategic Performance Framework reports - from cycle 4 in 2019 to cycle 1 in 2021**

Reports included due to their strategic or statutory performance reporting obligations or because they comprise performance information aligned to one or more of the measures within the Strategic Performance Framework.

Performance report	COMMITTEE MEETING DATES					
	Cycle 4	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1
	Oct - Dec 2019	Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
<b>Improve economic opportunities and outcomes</b>						
<b>Strategic Performance Framework (Housing and Regeneration Committee)</b>						
This report provides the latest performance results against each of the Level 1, 2, and 3 indicators for ambition statement 1.	20-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92330.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92330.pdf</a>					
<b>Strategic Performance Framework (Enterprise and Growth Committee)</b>						
This report provides the latest performance results against each of the Level 1, 2, and 3 indicators for ambition statements 2, 3, 4, 5.	07-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92355.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92355.pdf</a>					
<b>Scottish Housing Regulator: annual landlord report</b>						
This report presents the annual landlord report published by the Scottish Housing Regulator (SHR) which shows Scotland's social landlords' performance for both Local Authorities and Registered Social Landlords (RSL's) against the Scottish Social Housing Charter (SSHC).	20-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92334.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92334.pdf</a>				25-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94987.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94987.pdf</a>	
<b>Annual housing / Scottish Social Housing Charter performance report</b>						
The annual performance report to tenants is designed to keep tenants, service users, and other customers informed of council performance and how the council is progressing towards meeting the outcomes of the Scottish Social Housing Charter (SSHC).	Web pages updated with 2018/19 report				Web pages updated with 2019/20 report	
<b>New supply programme</b>						
This report provides an update regarding progress with the delivery of the new supply programme which aims to deliver 5,000 new homes by 2035 and seeks approval for revised targets.					25-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94989.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94989.pdf</a>	
<b>Open Market Purchase scheme update</b>						
This report provides an update on the progress of the Open Market Purchase Scheme (OMPS) which is an extension of the Empty Homes Purchase Scheme (EHPS).	20-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92331.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92331.pdf</a>		20-05-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93970.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93970.pdf</a>		25-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94985.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94985.pdf</a>	
<b>Covid pandemic and impact on operations</b>						
This report advises of the additional and business as usual operational areas of service delivery within Housing Solutions, Housing Property and Projects, and New Supply within Planning and Regeneration during the pandemic, and the impact on performance.				09-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94331.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94331.pdf</a>		
<b>Partnership performance report (Mears / Saltire)</b>						
The report provides an update on the current performance of the housing property repairs and maintenance, and central heating repairs and maintenance service delivery contracts.		19-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93092.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93092.pdf</a>			25-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94977.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94977.pdf</a>	
This report outlines Mears Limited Liability Partnership (LLP) performance against its' business objectives and council priorities and the housing repairs and maintenance service delivery contracts.			20-05-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93917.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93917.pdf</a>			
Mears LLP: Operational and financial performance monitoring report					25-11-20	

Appendix 2

Performance report	COMMITTEE MEETING DATES					
	Cycle 4	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1
	Oct - Dec 2019	Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
					<a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94978.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94978.pdf</a>	
<b>Employability resources update</b> The report updates on the current status of the council's externally funded employability programmes and their progress in the current labour market.		06-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93299.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93299.pdf</a>				
<b>Planning performance framework</b> This report updates on the Scottish Government's feedback on the performance of the planning and place service for the latest year based on the Planning Performance Framework (PPF) submitted each year.						25-02-21 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95728.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95728.pdf</a>
<b>Coronavirus - economic recovery plan</b> This report provides an update on the council's response to the economic impact of the coronavirus pandemic, and notes proposals to develop an Economic Recovery Plan. Latest results are presented to demonstrate the early impact of the pandemic on the local economy in terms of businesses closing and unemployment increasing.				27-08-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94363.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94363.pdf</a>		
<b>Support all children and young people to realise their full potential</b>						
<b>Strategic Performance Framework (Education and Families Committee)</b> This report provides the latest performance results against each of the Level 1, 2, and 3 indicators for ambition statements 6, 7, 8, 9, 10, 14.	12-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92322.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92322.pdf</a>					
<b>Standards and quality report</b> This annual report serves 3 purposes: (i) To provide all stakeholders and the public with the performance information across the 6 National Improvement Framework (NIF) drivers and against improvement priorities to measure performance in improving educational outcomes for young people. (ii) To meet the statutory requirement under the Standards in Schools etc. Act 2000 (as amended by the Education (Scotland) Act 2016). (iii) To provide the information required to contribute to the Scottish Government's annual report on the 6 NIF drivers for improvement.	12-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92377.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92377.pdf</a>				24-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95092.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95092.pdf</a>	
<b>Scottish Attainment Challenge</b> This report updates on progress made in the Attainment Challenge during the latest session, and gives detail on areas of improvement within literacy, numeracy, and health and wellbeing and presents the end of academic year report as submitted to the Scottish Government.	12-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92651.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92651.pdf</a>					
<b>Covid response and recovery - Education and Families</b> This reports on the provisions made for critical childcare for the children of key workers and the children of vulnerable families through community hubs, free school meal provision for children who required it, remote support for learning for young people (digital and blended learning), remote supports for the wellbeing of young people, and support for the most vulnerable young people and families.				15-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94635.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94635.pdf</a>		
<b>Annual Report of the Chief Social Work Officer</b> The Chief Social Work Officer (CSWO) of each local authority is required to provide an annual report and a standard template for this purpose is issued by		18-02-20			24-11-20	

Appendix 2

Performance report	COMMITTEE MEETING DATES					
	Cycle 4	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1
	Oct - Dec 2019	Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
the office of the Chief Social Work Advisor to the Scottish Government. The North Lanarkshire CSWO report provides information on the delivery of statutory functions, and performance and improvement activity across the range of social work services over the last year.		<a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93148.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93148.pdf</a>			<a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95031.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95031.pdf</a>	
<b>Local child poverty action report</b> The Child Poverty (Scotland) Act 2017 places a duty on local authorities and NHS Boards to jointly develop and publish an annual Local Child Poverty Action Plan (LCPAR).				2020 report published		
<b>Improve the health and wellbeing of our communities</b>						
<b>Adult Support and Protection Social Work annual report</b> This reports on the work carried out by Social Work Services within Health and Social Care North Lanarkshire, in respect of the council's statutory duties set out in the Adult Support and Protection (Scotland) Act 2007.	07-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92345.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92345.pdf</a>			08-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94418.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94418.pdf</a>		
<b>Annual Report of the Chief Social Work Officer</b> The Chief Social Work Officer (CSWO) of each local authority is required to provide an annual report and a standard template for this purpose is issued by the office of the Chief Social Work Advisor to the Scottish Government. The North Lanarkshire CSWO report provides information on the delivery of statutory functions, and performance and improvement activity across the range of social work services over the last year.		25-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93051.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93051.pdf</a>			17-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94966.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94966.pdf</a>	
<b>Quarterly performance report</b> This reports on the performance of key areas of activity within Adult Social Care as at each quarter.	07-11-19 Q1 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92353.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92353.pdf</a>	18-02-20 Q2 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93150.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93150.pdf</a>		08-09-20 Q4 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94424.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94424.pdf</a>	17-11-20 Q1 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95126.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95126.pdf</a>	16-02-21 Q2 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95581.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95581.pdf</a>
<b>Maintaining a positive balance of care</b> This report advises of a range of key metrics which compare the performance in North Lanarkshire across other Scottish councils and demonstrate the sustained efforts to maintain a positive balance of care.						16-02-21 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95579.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95579.pdf</a>
<b>Community safety CCTV</b> This report is to provide an update on the performance of the Community Safety Hub.						17-02-21 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95512.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95512.pdf</a>
<b>Community payback order annual report</b> Section 227ZM of the Criminal (Procedure) Scotland Act 1995 places a duty on local authorities to prepare an annual report outlining the operation of Community Payback Orders (CPOs). Annual reports require to be submitted both to Scottish Government and Community Justice Scotland by the end of each October. This report summarises activity undertaken in relation to the supervision of CPOs in North Lanarkshire over the past year, the ongoing development of the service, and the progress secured against agreed targets.	12-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92375.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92375.pdf</a>					
<b>Health and Social Care North Lanarkshire annual performance report</b> The Public Bodies (Joint Working) (Scotland) Act 2014 requires the Integration Joint Board to publish an Annual Performance Report, setting out an				22-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95512.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95512.pdf</a>		

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	Oct - Dec 2019	Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
assessment of performance in planning and carrying out those functions for which it is responsible.				<a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94735.pdf">gov.uk/egenda/images/att94735.pdf</a>		
<b>Quarterly performance update</b> The purpose of the report is to provide an update on the areas for improvement which have been identified as part of the health and social care Quarterly Performance Review.			26-05-20 Q4 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94052.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94052.pdf</a>		09-12-20 Q1 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95296.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95296.pdf</a>	17-02-21 Q2 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95769.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95769.pdf</a>
<b>Financial inclusion service activity annual report</b> This report provides details of the income maximisation work carried out by the financial inclusion team in the last year. Also covered within the report is the activity undertaken by the external services commissioned by the council under the commissioning model.				24-08-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94258.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94258.pdf</a>		
<b>Enhance participation, capacity, and empowerment across our communities</b>						
<b>Strategic Performance Framework (Environment and Transportation Committee)</b>						
This report provides the latest performance results against each of the Level 1, 2, and 3 indicators for ambition statements 16, 17.	20-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92323.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92323.pdf</a>					
<b>COVID-19 - Response and recovery Business Solutions</b>						
This report highlights the level of activity deployed by Business Solutions in response to the pandemic and its subsequent recovery.				02-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94508.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94508.pdf</a>		
<b>Head of Business Solutions (Transformation and Digitisation Committee)</b>						
This report provides the latest performance results in line with the Strategic Performance Framework against each of the level 2 and 3 indicators for ambition statements 18, 24, 25.					18-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94930.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94930.pdf</a>	
<b>Community asset transfer and participation requests annual report</b>						
This report fulfils the legislative requirements as set out in Parts 3 and 5 of the Community Empowerment (Scotland) Act 2015 which requires relevant authorities to publish an annual report setting out the number of requests received and the outcome of these.					02-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94822.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94822.pdf</a>	
<b>Locality planning year-end report</b>						
The Community Empowerment (Scotland) Act 2015 requires Community Planning Partnerships (CPPs) to identify and understand priority communities experiencing the most significant levels of inequality. CPPs are required to agree a framework for partnership action to develop targeted, partnership interventions and approaches through working with local communities set out and articulated through Locality Plans. This report outlines the progress achieved via Locality Planning in North Lanarkshire.				24-08-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94257.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94257.pdf</a>		
<b>Community grants annual report</b>						
The community grants scheme exists to provide small amounts of funding to community and voluntary organisations operating in North Lanarkshire. The purpose of this report is to provide details of the applications submitted for funding from the community grants scheme during the latest year and the awards made.				24-08-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94268.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94268.pdf</a>		

Appendix 2

Performance report	COMMITTEE MEETING DATES					
	Cycle 4	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 1
	Oct - Dec 2019	Jan - Mar 2020	Apr - Jun 2020	Aug - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
<b>Community learning and development activity</b> This report provides an overview of the performance of the community learning and development service during the latest year and highlights details of service provision and its impacts on North Lanarkshire communities with an emphasis on engagement with vulnerable people living in the lowest 20% data zones.				24-08-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94262.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94262.pdf</a>		
<b>Amey Public Services LLP: operational and financial performance monitoring report</b> This report outlines Amey Public Services LLP performance against its' business objectives and council priorities for the latest period.			06-05-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93936.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93936.pdf</a>		11-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94892.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94892.pdf</a>	
<b>Culture and LeisureNL Ltd - performance report</b> This report provides information on the latest performance of Culture and Leisure NL Ltd (CLNL) for performance monitoring purposes.				24-08-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94269.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94269.pdf</a>		
<b>Improve North Lanarkshire's resource base</b>						
<b>Strategic Performance Framework (Finance and Resources Committee)</b> This report provides the latest performance results against each of the Level 1, 2, and 3 indicators for ambition statements 22, 23, 24.	27-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92324.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92324.pdf</a>					
<b>Payment of local taxation and benefit update</b> This report provides an update on the payment performance for council tax and non-domestic rates and the administration of welfare benefits and Council Tax Reduction Scheme.	27-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92257.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92257.pdf</a>	12-03-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92873.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92873.pdf</a>	28-05-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94035.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94035.pdf</a>	03-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94556.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94556.pdf</a>	26-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95056.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95056.pdf</a>	11-03-21 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95754.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95754.pdf</a>
<b>Freedom of Information annual report</b> This report provides details of the number of Freedom of Information (FOI) and Environmental Information (EIR) requests received by the council during the year and provides further comparative and ancillary information.	27-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92252.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92252.pdf</a>				26-11-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94847.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94847.pdf</a>	
<b>Registration service performance</b> This report provides an update on the performance of the registration service, for the latest calendar year.		12-03-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92633.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92633.pdf</a>				
<b>Annual data protection report</b> This reports on the council's data protection compliance and activity for the latest financial year.			28-05-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94014.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94014.pdf</a>			
<b>COVID-19 pandemic - Financial Solutions response and recovery</b> This report advises of the operational impact of the pandemic on Financial Solutions and the response and recovery to continue to support other council services, members of the public and local businesses in order to meet statutory deadlines and performance standards.				24-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94572.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94572.pdf</a>		
<b>Treasury Management annual activity report</b> This report fulfils the key requirements of the council's reporting procedures for Treasury Management in accordance with the CIPFA Code of Practice on				24-09-20 <a href="https://mars.northlanarkshire">https://mars.northlanarkshire</a>		

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Performance report	COMMITTEE MEETING DATES					
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Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities and reports on the council's performance in complying with the mandatory prudential indicators.				<a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94550.pdf">.gov.uk/egenda/images/att94550.pdf</a>		
<b>Annual procurement report</b> This report reports on performance in line with the requirements of the Procurement Reform (Scotland) Act 2014.				24-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94539.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94539.pdf</a>		
<b>Annual accounts (audited)</b> The Local Authority Accounts (Scotland) Regulations 2014 require the council to prepare an annual Statement of Accounts in accordance with proper accounting practices. These regulations also required that, as committee of the authority whose remit includes audit or governance functions, the Audit and Scrutiny Panel meet to consider the audited annual accounts with the aim to approve these for signature no later than 30th September, and to publish these by 31st October immediately following the financial year to which they relate.					29-10-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94809.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94809.pdf</a>	
<b>Strategic Performance Framework - strategic oversight by the Policy and Strategy Committee</b>						
This report provides the latest performance results against each of the Level 1 indicators.						18-03-21 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95824.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95824.pdf</a>
<b>Strategic Performance Framework - strategic oversight by the Audit and Scrutiny Panel</b>						
This report provides the latest performance results against each of the Level 1, 2, and 3 indicators for ambition statements.	14-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92362.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92362.pdf</a>	20-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92926.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92926.pdf</a>				
Tailored suite of measures to enable scrutiny of the performance presented in the accompanying Excel spreadsheet and identify where further information is required to understand or investigate performance further.				23-09-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att94661.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att94661.pdf</a>		
Deep dive into new supply programme following review of Strategic Performance Framework indicators.		20-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92924.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92924.pdf</a>				
Deep dive into vacant and derelict land monitoring following review of Strategic Performance Framework indicators.		20-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93237.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93237.pdf</a>				
<b>Local Government Benchmarking Framework (LGBF) - strategic oversight by the Audit and Scrutiny Panel</b>						
Benchmarking results - Local Government Benchmarking Framework (LGBF) and the North Lanarkshire context.					10/12/20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att95182.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att95182.pdf</a>	25-03-21
Street scene - street cleaning performance.	14-11-19 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att92602.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att92602.pdf</a>	20-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93340.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93340.pdf</a>				
Review of trading standards and environmental health.		20-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93369.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93369.pdf</a>				
LGBF performance - Housing Property and Projects.		20-02-20 <a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93367.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93367.pdf</a>				
LGBF performance - Housing Solutions.		20-02-20				

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		<a href="https://mars.northlanarkshire.gov.uk/egenda/images/att93428.pdf">https://mars.northlanarkshire.gov.uk/egenda/images/att93428.pdf</a>				

**Key**     Service / statutory reports     Strategic Performance Framework     COVID response / impact reports