

North Lanarkshire Council

Assurance and Improvement Plan

2014–17

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Introduction

1. This Assurance and Improvement Plan (AIP) sets out the planned scrutiny activity in North Lanarkshire Council between April 2014 and March 2017. The AIP is based on a shared risk assessment undertaken by a local area network (LAN). There is a LAN for each council, comprising representatives of all the scrutiny bodies who engage with the council. The aim of the shared risk assessment process is to focus scrutiny activity where it is most needed and to determine the most proportionate scrutiny response over a three year period.
2. This is the fifth AIP for North Lanarkshire Council since the introduction of the shared risk assessment process.¹ It is the result of the shared risk assessment which began in October 2013. The process drew on evidence from a number of sources, including:
 - the annual report to the Controller of Audit and elected members for 2012/13 from the council's appointed external auditors
 - evidence gathered from Audit Scotland, Education Scotland, the Care Inspectorate, the Scottish Housing Regulator and Her Majesty's Inspectorate of Constabulary (HMICS), including published inspection reports and other supporting evidence
 - the Single Outcome Agreement (SOA) and associated development plan for the council area
 - the council's own performance data and self-evaluation evidence
 - analysis of data from the SOLACE/COSLA/Improvement Service Local Government Benchmarking Framework.²
3. The shared risk assessment process was reviewed in 2013, in the context of a significantly changed scrutiny landscape and the evolving public service reform agenda.³ Based on the findings of the review, this year's shared risk assessment focused on identifying the council's current position in implementing the Scottish Government's reform agenda. It also placed more emphasis on scrutiny risk in relation to the council's improvement and transformation agenda. This change in approach is reflected in the structure of the AIP for 2014-17, which covers four areas:
 - local priorities and public service reform
 - corporate assessment
 - service performance
 - improving and transforming public services/public performance reporting.

¹ Assurance and Improvement Plans for each council since 2010 are available on the Audit Scotland website: <http://www.audit-scotland.gov.uk/work/scrutiny/aip.php>

² The indicators used in the framework can be found on the Improvement Service website: <http://www.improvementservice.org.uk/benchmarking/>

³ The review of the shared risk assessment process was one of four work streams taken forward by the Strategic Group for Local Government Scrutiny Co-ordination during 2013.

4. Scrutiny risk is assessed against the following criteria.
 - No scrutiny required - there are no significant concerns, so no scrutiny work is necessary.
 - Scrutiny required - there are concerns about performance, services or outcomes, resulting in the need for scrutiny work.
 - Further information required - there is insufficient information to reach a judgement about performance.
5. The National Scrutiny Plan for 2014/15 is available on the Audit Scotland website. It provides a summary of planned scrutiny activity across all councils in Scotland, based on the AIPs for each council.

Summary

6. North Lanarkshire Council continues to demonstrate strong governance and planning arrangements resulting in continuous improvement since the last AIP in 2013/14. In 2012/13, the SOA annual report indicated very strong performance over the majority of the 63 indicators set out in the SOA, with seventy-five per cent either on or exceeding targets. Of the 16 indicators requiring improvement, 50 per cent were related to the impact of the recession. Building on their very strong performance and cognisant of the need to improve in those targets not met, the North Lanarkshire Partnership has revised the Community Plan and SOA and brought these together into one document, *North Lanarkshire Partnership Community Plan 2013-18*.
7. In last year's AIP (2012/13) there were no major areas of scrutiny required. The Scottish Housing Regulator (SHR) has still to undertake its scrutiny work carried forward from last year on the council's progress towards the Scottish Housing Quality Standard (SHQS). As agreed with the council, the SHR will undertake this work during 2014/15.
8. The Care Inspectorate, in partnership with the Association of Directors of Social Work and the Risk Management Authority, has been undertaking supported self-evaluation activity to assess the initial impact of the introduction of the assessment and case planning instrument LS/CMI across Scotland's criminal justice social work services. This activity started in June 2013 and will conclude with the publication of a national report by May 2014. Action plans arising from this activity will be implemented in 2014.
9. Since the last AIP there have been significant leadership changes at corporate levels. The executive director of corporate services retired at the end of May 2013, the director of learning and leisure retired in September 2013 and the director of housing and social work retired in October 2013. The LAN recognises that many of the risks associated with the changes in leadership at executive director level is mitigated by the strong performance of the chief executive, robust systems and procedures for planning, monitoring and tracking performance, and effective partnership working with elected members. The relevant scrutiny agencies will monitor the impact of the new leadership arrangements as part of their ongoing work with the council.
10. In addition to the extant challenges facing North Lanarkshire related to its demographics and the impact of the recession and reducing budgets, the council now face major changes as a result of the public service reform agenda. The LAN recognises the robust and efficient approach the council has taken to consult widely with partners and to provide sound advice and guidance to elected members and others about the implications of the reforms. It is recognised that there will be a need for the LAN to engage with the council over the coming year to monitor the impact of the changes.

Planned scrutiny activity

11. As a result of the shared risk assessment undertaken by the LAN, no formal scrutiny response has been identified for the period 2014-17. The Care Inspectorate has an ongoing programme of inspection of children's services. During 2014/15, the Care Inspectorate will carry out a joint inspection of children's services in North Lanarkshire which will involve on-site work in Autumn 2014. Education Scotland will also be reviewing the quality of careers information advice and guidance services delivered by Skills Development Scotland as part of a planned programme of work across all council areas over the next three years.
12. During 2014, Audit Scotland will carry out a targeted follow-up of two national performance audits - *Arm's-length external organisations (ALEOs): are you getting it right?* (June 2011) and *Major capital investment in councils* (March 2013).
13. There is some scrutiny activity planned across councils in 2014/15, but where scrutiny bodies are yet to determine which specific council areas will be included. This includes the following:
 - The SHR recently carried out a thematic inquiry into the outcomes that councils are achieving by delivering housing options and prevention of homelessness services. A sample of councils were selected to take part in this as case studies. The findings from this work could potentially lead to further engagement with some councils. The SHR will carry out further thematic inquiries between 2014/15 and 2015/16. If a council is to be involved in a thematic inquiry the SHR will confirm this with the council and the appropriate LAN lead.
 - HMICS will be inspecting local policing across Scotland over the next three years. This will examine, amongst other things, local scrutiny and engagement between Police Scotland and councils. The geographic areas to be inspected during 2014/15 have yet to be determined.
 - Education Scotland will be working in partnership with councils to carry out self-evaluation of educational psychology services over a two year period beginning in 2014/15.
14. Audit Scotland will carry out a programme of performance audits during the period of this AIP that will involve work with councils. The performance audit programme for 2014/15 is available at <http://www.audit-scotland.gov.uk/work/forwardwork.php?year=2014>.
15. Scheduled audit and inspection work will take place through the annual audit process. The ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively will continue as planned. Individual audit and inspection agencies will continue to monitor developments in key areas of council activity and will provide support and challenge as appropriate. This will help to inform future assessment of scrutiny risk.
16. A timetable for the planned audit and inspection activity in North Lanarkshire Council between April 2014 and March 2017 is at [Appendix 1](#).

Local priorities and public service reform

17. Local councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda. The Scottish Government's reform agenda emphasises the importance of place, people, partnership, prevention and performance in public services. This year's shared risk assessment identified the council's current position in implementing the Scottish Government's reform agenda, specifically in relation to:
- community planning and new Single Outcome Agreements
 - police and fire oversight arrangements (following the introduction of new national police and fire services)
 - health and social care integration
 - welfare reform.

Community planning and Single Outcome Agreements

18. During the year, the North Lanarkshire Partnership revised the Community Plan and SOA and brought these together into one document, the *North Lanarkshire Partnership Community Plan 2013-18*. This sets out the Partnership's vision and the priorities and outcomes that it is aiming to achieve across five key themes: health and wellbeing, lifelong learning, regeneration, community safety and developing the partnership. The North Lanarkshire SOA was subject to a national collaborative cross-sector quality assurance (QA) process designed to give ministers and council leaders confidence that the SOA was as well developed as possible and set the course for effective partnership working and ongoing improvements in the joint delivery of outcomes. The review panel of senior public sector officials that reviewed the North Lanarkshire SOA identified a number of important areas of strength. These included.
- Clear sense of place.
 - Clear understanding of partnership working and governance.
 - Evidence of good partnership working ongoing.
 - Strong links between CPP partners and links to six localities.
 - Focus on prevention particularly in the area of employability.
19. The QA process also gave each CPP useful feedback and constructive challenge to help it develop, agree and improve its SOA. The improvement areas and the partnership's proposed improvement actions for community planning in North Lanarkshire are set out below.
- Data and targets: development of data and targets including the links between strategic and local targets; the development of localised targets and the development of three year targets across all CPP indicators.

- Early intervention and prevention: the need to replicate the work ongoing in specific areas such as employability across other areas of CPP work.
- Resource and financing: the need for overall budget mapping and strategic resource mapping.
- Community engagement: the need to build on the existing best practice including member involvement.

Police and fire

20. The council have formal links with the representatives from the respective boards for both Police Scotland and the Scottish Fire and Rescue Service. The Local Police Plan and Fire and Rescue Plan were approved by the council's Policy and Resources Committee in March 2013. Operational issues resulting from the respective plans are dealt with by the North Lanarkshire Partnership which has representatives from the police and fire and rescue services. The Community Safety Partnership forum continues to ensure that the council delivers its statutory powers under the Police and Fire Reform (Scotland) Act 2012.
21. HMICS conducted a thematic inspection of the new arrangements for local scrutiny in 2013 and believes that the new arrangements for local scrutiny and engagement require more time to bed in and that it is therefore too early to assess the effectiveness of these arrangements.
22. In relation to the wider issue of the delivery of community safety, HMICS has seen no significant changes to partnership arrangements since the creation of a single police service model for Scotland. HMICS is considering community safety as a possible area of focus within its 2014-17 work plan.
23. Fire reform is also still at an early stage and HM Fire Service Inspectorate (HMFSI) has not as yet undertaken any detailed examination of the way in which community safety and engagement activities are delivered across local authority areas in Scotland. HMFSI published *An Overview of the Scottish Fire and Rescue Service (SFRS)* in 2013. In its report, HMFSI highlighted that local senior officers (LSOs), who have responsibility for overseeing partnership working with local authorities in the delivery of community safety and engagement, are clearly sighted on their responsibilities and are keen to make local partnerships work in an effort to optimise community outcomes.
24. The SFRS is consulting on a suite of local fire and rescue plans. HMFSI is not currently proposing any specific scrutiny on local planning and consultation processes, but may consider this in its future inspection plans.

Health and social care integration

25. Integration of health and social care proposals has been the focus of discussions involving the chief executives of North and South Lanarkshire councils and NHS Lanarkshire over the last year. It is anticipated that further focused attention will continue as shadow arrangements for implementation of the integration arrangements take place during April 2014 to full implementation in April 2015. In September, the Policy and Resources Committee approved

an integration model which will involve a 'body corporate', governed by a joint board with a chief officer. This will be the basis for further detailed work on operational governance and a review of the ongoing project management arrangements will form a significant part of the 2014-2015 internal audit plan and reports to the Audit and Governance Panel.

26. The Housing and Social Work Services Committee has also been kept informed about the implication of the integration. The council propose to maintain their housing and social work service. Partners are now looking to progress the details of what this would look like.

Welfare reform

27. The council has had in place since 2011 a working group (Welfare Reform Corporate Working Group) to assess the impact of welfare reform and to inform residents about the possible effects on them. The group has continued to work on and develop strategies this year to ensure that the council has appropriate arrangements in place, including financial, to mitigate against the growing impact of welfare reform. It is acknowledged by North Lanarkshire Council that welfare reform is a significant risk. This is being carefully monitored by monthly reports to the Corporate Management team and North Lanarkshire Partnership Board. Support services, advice and guidance to tenants and others affected by the reforms is also in place to minimise the impact of the reforms.
28. In 2013-14, the SHR surveyed social landlords and published findings on the early impact of welfare reform on rent arrears. It will continue to gather information on rent and arrears through the annual return on the Scottish Social Housing Charter in order to monitor the impact of welfare reform on social landlords and their tenants.

Corporate assessment

29. The following table provides an assessment of scrutiny risk relating to the council's management arrangements (including how it is meeting its Best Value obligations).⁴

Area	Risk assessment	Current position	What we plan to do
<p>Leadership and direction</p> <p>How the council's vision is designed around its knowledge of its local communities and how this is translated throughout all the council's plans and strategies.</p>	No scrutiny required	<p>The council demonstrates strong leadership with robust systems in place for planning, monitoring and tracking performance, together with effective governance systems. They reviewed the Council Corporate Plan during 2012/13 to ensure that it could continue to deliver the priorities in the Community Plan (SOA) 2013-18. The Corporate Plan has five key themes which are the same as the Community Plan (SOA) with the exception of 'developing partnership'. The fifth theme in the Corporate Plan is 'service and people first'. This theme focuses on four target areas:</p> <ul style="list-style-type: none"> • more customer focus • greater efficiency • workforce development • improved performance. <p>The council believes that the four target areas in service and people first will drive forward continuous improvement.</p> <p>There have been significant changes to key senior officer posts</p>	No specific scrutiny activity

⁴ The Local Government in Scotland Act 2003. Best Value Guidance, Scottish Executive, 2004.

Area	Risk assessment	Current position	What we plan to do
		<p>and an elected member. Whilst the retirement of the senior officers may be off-set by the strong leadership of the chief executive and robust governance arrangements within the council, the LAN are aware of the need to monitor the situation to ensure continued high performance, at all levels across the council. Individual scrutiny agencies will monitor leadership arrangements.</p>	
<p>Governance and accountability</p> <p>Whether governance arrangements are working effectively and whether good governance underpins council decisions and supports performance improvement.</p>	<p>No scrutiny required</p>	<p>The work of the council is supported well by its committees and subcommittees, including service committees that oversee the performance and delivery of its services. The Policy and Resources Committee has a wide remit; it guides the council in the formulation of its policy objectives and priorities and is supported by a number of subcommittees. The Audit and Governance Panel is responsible for reviewing, monitoring and making recommendations on the council's governance, internal control and risk management framework and considering any issues arising from the work of the council's internal and external auditors, including any issues arising from the council's Annual Accounts. The Scrutiny Panel monitors operational performance and policy arrangements linked to the council's corporate and service planning processes. All of the above supports continued improvement and performance well.</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
<p>Community engagement and empowerment</p> <p>Whether the council is giving local people a greater say in local budget decisions and giving communities a right to challenge local public service delivery.</p>	No scrutiny required	<p>The council consults well with the local community and takes account of stakeholder's views. Recently, a draft package of savings options totalling over £105.7 million was presented to the council's Policy and Resources Committee in December 2012. This resulted from a large scale consultation activity with staff and the local community. There were no new major savings options identified following the consultation exercise.</p>	No specific scrutiny activity
<p>Financial management</p> <p>How effectively the council is planning and managing its budgets.</p>	No scrutiny required	<p>Strong financial management systems are in place. Financial performance is monitored at a service level by the relevant service committee. The consolidated council position is monitored by the Corporate Management Team and the Policy and Resources (Finance and Customer Services) Subcommittee. Financial performance reports contain details of variances between the annual budget and projected outturn and report the projected surplus/deficit for the year. A surplus was identified in the budget this year. As a result the council has invited services to identify areas where this additional resource can be used in 2013/14.</p>	No specific scrutiny activity
<p>People management</p> <p>The effectiveness of the council's workforce</p>	No scrutiny required	<p>The council has effective systems in place for workforce planning and management. As a result of budget savings a large level of targeted savings will be needed which will require significant reductions in the workforce. The council has established a change</p>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
planning and management arrangements.		management fund to meet the costs associated with voluntary redundancy and early retirement. Such significant reductions in workforce may impact on the quality of services.	
Asset management The council's arrangements for managing assets and how this key resource is used to support effective service delivery.	No scrutiny required	The council approved its 2013-18 composite capital programme (covering all non-HRA capital expenditure) in February 2013. The plan forecasts investment of £344 million over the five year period. The development of the programme involved bids submitted at three levels: unavoidable commitments, priorities from asset management plans and new investment. The programme was developed based on the latest estimates of available resources, including government grants and capital receipts.	No specific scrutiny activity
Procurement How effectively corporate procurement contributes to the council maximising value for money in the goods and services it uses to deliver its services.	No scrutiny required	As has been the case in previous years, the council plans to produce a procurement improvement plan, following discussion with Scotland Excel, to enable it to further develop its procurement arrangements. Figures indicate that there has been a steady improvement in PCA measures. The council's PCA score for 2013 was 56%. This score confirms the council's position in the "improved performance" category. The council's PCA score has improved steadily over the past four years (PCA scores: 2010 - 42%; 2011 - 47%; 2012 - 50%; 2013 - 56%).	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
<p>Risk management</p> <p>The effectiveness of the council's arrangements for identifying, managing and mitigating risks and how its management of risk contributes to the successful delivery of public services.</p>	No scrutiny required	<p>The Policy and Resources Committee is responsible for approving the risk management strategy and governance framework. The Audit and Governance Panel has overall responsibility to review, monitor and make recommendations to the Policy and Resources Committee on the council's risk management framework.</p> <p>A Corporate Risk Register is in place which is underpinned by local service level risk registers. All the services within the council have their own risk registers, and risks are explicitly considered by officers during the service planning process at the beginning of the year. The council has recently revised its corporate risks to reflect the revised strategic priorities, as set out in its new Corporate Plan, and the significant operational risks highlighted by individual services.</p>	No specific scrutiny activity
<p>Information management</p> <p>The effectiveness of the council's arrangements for managing information as a key resource in delivering services.</p>	No scrutiny required	<p>The LAN considered a range of evidence across the different service areas. The council continue to manage information appositely and to use effective systems to monitor and track performance.</p>	No specific scrutiny activity
<p>Joint working</p>	No scrutiny	<p>The council is no longer involved in the Clyde Valley Shared</p>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
Progress with any significant shared services initiatives, in particular in relation to governance or pace of implementation.	required	<p>Support Services project. This decision was taken following council consideration of the revised business case. The council does however continue to lead on the shared procurement exercise for waste treatment and disposal. The council also continue to participate in the social transport project.</p> <p>As part of the Schools and Centres 21 Programme, the council envisage that two school campuses, Clyde Valley and Greenfaulds High Schools, will be developed through the South West Hub. These projects are both in their infancy but the council expect the projects to be complete either late 2015 or early 2016.</p>	
<p>Efficiency</p> <p>How effectively the council is improving its efficiency in response to the budget challenges being faced.</p>	No scrutiny required	The council agreed a two year savings package of £55.223 million in 2010 of which £25 million was to be achieved in 2012/13. The council achieved its revised savings target (£23.1 million) in the year. This was achieved through efficiencies, cost reductions and income generation. In addition the LAN considered a wide range of evidence related to efficiency savings, best value and workforce planning and felt that the council performed well.	No specific scrutiny activity
<p>Equalities</p> <p>Whether the council is providing effective leadership of equalities and is meeting its statutory obligations.</p>	No scrutiny required	In April 2011, the Equality Act 2010 introduced a new public sector 'General Duty' which encourages equality to be mainstreamed into public bodies' core work so that it is not a marginal activity but part and parcel of how public bodies operate. One of the key requirements of the legislation is for public bodies to publish a set of equality outcomes (and reporting requirements) no later than	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
		<p>30 April 2013.</p> <p>In response to the above legislation, North Lanarkshire Council mainstreamed its equality outcomes in consultation with its CPPs by aligning the equality outcomes with the local outcomes in the SOA. The Equality Outcomes for 2013/18 were approved by the Policy and Resources Committee. Alignment with the SOA targets should help the council better track and monitor the impact and outcomes of their equalities targets.</p> <p>A range of equality data shows a general trend upwards, for example:</p> <ul style="list-style-type: none"> • Percentage of council employees in top 2% of earners that are women shows steady improvement over the last three years and is now above the national average. • Percentage of council employees in top 5% of earners that are women shows steady improvement over the last three years and remains above the national average; the council is ranked 6 of 32. 	

Service performance

30. The following table provides an assessment of scrutiny risk relating to the performance of the council's main inspected public services (education, social care services and housing) and non-inspected services (eg corporate services, culture and leisure services, environmental services).

Area	Risk assessment	Current position	What we plan to do
Education The quality of local education services and the resulting outcomes (including early years).	No scrutiny required	The three year average data for NPF attainment targets at levels three to six continue to show sustained improvement in young people's attainment in national examinations. Almost all young people leave school with awards in English and maths at level three or above. Most young people achieve five or more awards at level four. Significant sustained improvements are evident in the number of young people who achieve five or more awards at level five and in attainment at level six. All NPF targets are still below the national average, although this may change once post appeal figures are released. Post school positive destinations continue to show significant improvements and are generally better than comparator Education Authorities. Exclusions have continued to decline over the last three years.	No specific scrutiny activity
Social care services The quality of local social work and care services and the	No scrutiny required	Social work and social care services continues to perform well overall, and no significant risks are identified. This includes all aspects of social work services and regulated care services	The regulation of care services will continue as guided by legislation.

Area	Risk assessment	Current position	What we plan to do
resulting outcomes (including adult care, older people's services, learning disability services, criminal justice services, mental health services, children and families).		provided by the council. Where performance may have fluctuated slightly, there is evidence that action has, and is, being taken to address these areas. This includes areas such as through-care and education attainment for the most vulnerable children. Social work and social care services have engaged well in the supported self-evaluation activity on the implementation of Level of Service/Case Management Inventory (LSCMI) and have evidenced a sound commitment and activity to quality assurance in these areas which is progressing well. Overall regulated care services continue to maintain high grades.	A Joint Inspection of children's services will take place during 2014. This will involve onsite activity during the autumn.
Housing and homelessness The quality of housing and homeless services and the resulting outcomes.	No scrutiny required	The SHR has still to undertake its scrutiny work on the council's progress towards the SHQS by 2015. Last year's shared risk assessment process identified this piece of work. SHR will complete the work during April to June 2014. The council performs well across a range of indicators, particularly in its approach to income maximisation and the delivery of its response repairs services. SHR will seek information from all social landlords to monitor the impact of welfare reform. SHR conducted a survey on the early impact of welfare reform on rent arrears and published the summary findings in October 2013. Further surveys will be issued to all social landlords to help determine the longer term impact of welfare reform.	No specific scrutiny activity
Non-regulated services	No scrutiny	<u>Cultural and (Community) Leisure Services</u>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
Particular strengths and challenges in the range of non-regulated services provided by the council, and any significant changes to performance.	required	<p>Operational responsibility for North Lanarkshire Council's cultural and associated services transferred to a specially created non-profit company on 1 April 2013. The number of attendances at sports facilities has increased steadily in recent years but visits to museums and libraries have declined.</p> <p><u>Protective Services</u></p> <p>This service covers a wide range of areas. Indicators are generally improving, for example:</p> <ul style="list-style-type: none"> • Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site, has dipped slightly but is still less than the target of one hour and is well below the national average. • Percentage of consumer complaints dealt with within 14 days of receipt has improved steadily however remains below the national average. • Percentage of business advice requests dealt with within 14 days of receipt has got worse slightly this year but remains above the national average. <p><u>Environmental Services</u></p> <p>Cost of trading standards and environmental health per 1,000 population has improved and remains below the national average.</p>	

Area	Risk assessment	Current position	What we plan to do
		<p><u>Roads and Lighting</u></p> <p>Indicators in this area indicate improvements across a range of activities in the service area, for example:</p> <ul style="list-style-type: none"> • The overall percentage of road network that should be considered for maintenance treatment has remained stable and remains below the national average. • Cost of street cleaning per 1,000 population has improved but remains above the national average. <p><u>Waste Management</u></p> <p>The net cost of refuse collection per premise deteriorated in 2011/12 but has improved in 2012/13 and remains well below the national average.</p>	

Improving and transforming public services/public performance reporting

31. The following table provides an assessment of scrutiny risk relating to how the council is improving and/or transforming public services, and the extent to which it is meeting its public performance reporting obligations under the Local Government in Scotland Act 2003.

Area	Risk assessment	Current position	What we plan to do
<p>Improving and transforming public services</p> <p>The council's arrangements for continuing to deliver services with reducing resources and growing demand, and what impact this is having on service outcomes.</p>	No scrutiny required	<p>The council's Corporate Plan is split into five key themes that are the same as the Community Plan with the exception of 'developing the partnership'. The fifth theme in the Corporate Plan is 'service and people first'. This theme focuses on four target areas; more customer focus, greater efficiency, workforce development and improved performance. The council believes that these areas will drive forward continuous improvement. The council's approach to service planning and public performance reporting has not been affected by the refresh of its key strategic documents.</p> <p>The council has developed a performance management framework to underpin the delivery of these key strategic documents and the council's service plans. The framework sets out the procedures and protocols for the effective management of the council's performance management arrangements.</p> <p>The council's Corporate Service Improvement Team leads and manages the performance management framework. A member of the Corporate</p>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
		<p>Service Improvement Team has been assigned to each of the council's services to support delivery of the performance framework. Service plans are reviewed centrally by the Corporate Service Improvement Team, the chief executive and the relevant executive director before being presented for approval by the relevant service committee. The council's performance management framework provides staff, management and elected members with assurance on the linkages that should be in place between strategic and service plans and the support structures in place to achieve this.</p> <p>The council's self-assessment tool is based on the Public Service Improvement Framework (PSIF) model. This model is specifically designed for public sector organisations and is developed on the principles of the EFQM excellence model. PSIF requires councils to set out a framework for undertaking self-assessment across all services, enabling services to identify strengths and areas for improvement. The council's Corporate Service Improvement Team support services in developing and using the PSIF model. North Lanarkshire Partnership has also applied the model. Through self-evaluation and facilitated workshops the partnership identified key areas for development. These included developing outcomes and enhancing performance management arrangements for the partnership.</p>	
<p>Public performance reporting (PPR) The progress that is</p>	<p>No scrutiny required</p>	<p>The council has well developed arrangements for public performance reporting on both its own services and partnership working linked to the SOA.</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
<p>being made by councils in meeting their PPR obligations.</p>		<p>Its annual performance report covers financial overview, key themes and their performance, performance indicators, annual efficiency statement and annual governance statement. They have achieved “conformance” status over the last three years, showing ongoing improvement each year. Audit Scotland's report of 2013 concluded that North Lanarkshire Council fully or partially met all of the reporting requirements against corporate and service performance. A few improvements were suggested, for example, demonstrating that the council responds to its communities. The council has developed a PPR project plan for 2013/14.</p>	

Appendix 1: Scrutiny plan

NORTH LANARKSHIRE COUNCIL		2014/15											
Scrutiny activity year 1	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Care Inspectorate: Children's services inspection							X	X					
Education Scotland - review of Careers Information Advice and Guidance											X		
National or supported self-evaluation work year 1													
Audit Scotland: targeted follow-up of <i>Arm's-length external organisations (ALEOs): are you getting it right?</i>	X												
SHR to finalise scrutiny work on the council's progress towards the SHQS by 2015	X	X	X										

NORTH LANARKSHIRE COUNCIL		2015/16											
Scrutiny activity year 2	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
National or supported self-evaluation work year 2													

NORTH LANARKSHIRE COUNCIL		2015/16											

NORTH LANARKSHIRE COUNCIL		2016/17											
Indicative scrutiny activity for third year						Potential scrutiny bodies involved							

Note: The focus of the AIP is strategic scrutiny activity - that is, scrutiny activity which is focused at a corporate or whole-service level. However, there will also be baseline scrutiny activity ongoing at a unit level throughout the period of the AIP, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. The annual audit of local government also comprises part of the baseline activity for all councils and this includes work necessary to complete the audit of housing benefit and council tax benefit arrangements. Education Scotland, through the Area Lead Officer, will continue to support and challenge education services regularly and as appropriate. The Care Inspectorate will continue to regulate care services and inspect social work services in accordance their responsibilities under the Public Services Reform (Scotland) Act 2010.