



Dear Member

## **South Lanarkshire Community Planning Partnership Board**

You are requested to attend a meeting of the above Board to be held as follows:-

**Date:** Wednesday, 01 July 2020  
**Time:** 10:30  
**Venue:** By Microsoft Teams,

The business to be considered at the meeting is listed overleaf.

### **Members**

Councillor Maureen Chalmers  
Cleland Sneddon, Chief Executive  
Paul Manning, Executive Director, Finance and Corporate Resources  
Rhonda Leith, Community Engagement Manager, Finance and Corporate Resources  
Heather Knox, Interim Chief Executive, **NHS Lanarkshire**  
Neena Mahal, Chair, **NHS Lanarkshire Board**  
Gabe Docherty, Director of Public Health, **NHS Lanarkshire**  
John Binning, Principal Policy Officer, **Strathclyde Partnership for Transport**  
Alan Fairbairn, Area Manager, **Scottish Fire and Rescue Service**  
Alan Waddell, Chief Superintendent, **Police Scotland**  
Val de Souza, Director, **Health and Social Care Partnership**  
Philip Campbell, Non Executive Board Member, **Health and Social Care Partnership**  
Gordon Bennie, Chief Executive, **VASLan**  
Mark Newlands, Head of Partnerships, **Scottish Enterprise**  
Clare Hicks, Local Director for South Lanarkshire, **Scottish Government**  
Hazel Mathieson, Head of Region, South West, **Skills Development Scotland**  
Elizabeth O'Reilly, Head of Campus Services, **University of the West of Scotland**

## BUSINESS

- 1 Note of Previous Meeting** 5 - 12  
Note of the meeting of the South Lanarkshire Community Planning Partnership Board held on 12 February 2020 submitted for approval as a correct record. (Copy attached)

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### Item(s) for Discussion/Decision

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- 2 Skills Development Scotland COVID-19 Response/Recovery Plan**  
Verbal update by Hazel Mathieson and Paul Zealy
- 3 Response, Recovery and Redesign for All - NHSL/HSCP** 13 - 28  
Presentation by Heather Knox, Interim Chief Executive, NHS Lanarkshire. (Presentation slides attached).  
Update on South Lanarkshire approach by Val de Souza, Director, Health and Social Care and Craig Cunningham, Head of Commissioning and Performance, NHS Lanarkshire
- 4 Drug Deaths and Naloxone** 29 - 32  
Report dated 22 June 2020 by the Chief Executive, South Lanarkshire Council. (Copy attached)
- 5 Children in Need of Care and Protection - Inspection Outcome - Evaluation** 33 - 38  
Joint report dated 12 June 2020 by the Director, Health and Social Care Partnership and Executive Director (Education Resources), South Lanarkshire Council. (Copy attached)
- 6 Role of Community Planning Partnership during Covid -19 Outbreak** 39 - 54  
Report dated 22 June 2020 by the Executive Director (Finance and Corporate Resource), South Lanarkshire Council. (Copy attached)

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### Item(s) for Noting

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- 7 Community Planning Budget and Expenditure (to 15 May 2020 - Period 2)** 55 - 58  
Report dated 12 June 2020 by the Executive Director (Finance and Corporate Resources), South Lanarkshire Council. (Copy attached)
- 8 Update on Community Planning Work and the Impact of Covid-19** 59 - 76  
Report dated 12 June 2020 by the Executive Director (Finance and Corporate Resources), South Lanarkshire Council. (Copy attached)
- 9 Date and Venue of Next Meeting**  
Wednesday 9 September 2020 at 1.00pm Council Offices, Almada Street, Hamilton

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### Any Other Competent Business

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- 10 Any Other Competent Business**  
Any other items of business which the Chair decides is competent.

***For further information, please contact:-***

Clerk Name: Lynn Paterson

Clerk Telephone: 01698 454669

Clerk Email: [lynn.paterson@southlanarkshire.gov.uk](mailto:lynn.paterson@southlanarkshire.gov.uk)



# **SOUTH LANARKSHIRE COMMUNITY PLANNING PARTNERSHIP BOARD**

Minute of meeting held in Committee Room 1, South Lanarkshire Council Offices, Hamilton on 12 February 2020

## **Chair:**

Councillor Maureen Chalmers, Depute Leader, South Lanarkshire Council

## **Representatives Present:**

G Bennie, Chief Executive, VASLan

B Cameron, Area Manager, Skills Development Scotland

A Comrie, Senior Transport Planner, Strathclyde Partnership for Transport

V de Souza, Director, Health and Social Care, South Lanarkshire Health and Social Care Partnership

G Docherty, Director of Public Health, NHS

S Frew, Stakeholder Engagement, Scottish Enterprise

S Kennedy, Group Manager, Scottish Fire and Rescue

R Leith, Community Engagement Manager, South Lanarkshire Council

N Mahal, Chair, Lanarkshire NHS Board

P Manning, Executive Director (Finance and Corporate Resources), South Lanarkshire Council

A Murray, Community Planning and Governance Adviser, South Lanarkshire Council

E O'Reilly, Head of Campus, University of the West of Scotland

E Paterson, Community Planning and Governance Officer, South Lanarkshire Council

C Sneddon, Chief Executive, South Lanarkshire Council

## **Attending:**

S Dunsmore, Insurance and Risk Adviser, Finance and Corporate Resources South Lanarkshire Council

L Paterson, Administration Officer, Finance and Corporate Resources, South Lanarkshire Council

## **Also Present**

C Chamberlain, ADP Co-ordinator (Item 2)

## **Apologies:**

Clare Hicks, Local Director for South Lanarkshire, Scottish Government

Heather Knox, NHS Lanarkshire

A Waddell, Chief Superintendent, Police Scotland

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## **Chair's Opening Remarks**

Councillor Chalmers introduced herself as the Chair of the Community Planning Partnership Board and welcomed Cleland Sneddon, South Lanarkshire Council's Chief Executive, to his first meeting of the Board.

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## **1 Note of Previous Meeting**

The minutes of the meeting of the South Lanarkshire Community Planning Partnership Board held on 5 December 2019 were submitted for approval as a correct record.

**Outcome(s):** Minutes of meeting approved as a correct record.

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## **2 South Lanarkshire Alcohol and Drug Partnership**

A report dated 22 January 2020 by the Director, Health and Social Care, South Lanarkshire Health and Social Care Partnership was submitted on the development of:-

- ◆ South Lanarkshire locality trauma informed 'respond and recovery' Beacons for people and families who had been impacted by problematic alcohol and substance use
- ◆ the development of an Alcohol and Drug Partnership (ADP) Strategy to achieve local outcomes to reduce the use of, and harm from, alcohol and drugs

## **Recovery Beacons**

As part of the Scottish Government's investment in national organisations active in alcohol and drug initiatives, additional funding had been allocated to each ADP in Scotland, through the Local Improvement Fund, to test new approaches, improve ways of working and support recovery opportunities. Engagement had been undertaken with communities and people in recovery and those who had lived experience to identify what could be done differently to address problematic alcohol and substance use in South Lanarkshire. Following this participative period of dialogue, it was recognised that a new approach/model should be developed for individuals and their families that would address the identified needs of people who used drugs and alcohol problematically and the impact it had on family members. The agreed model was to establish a trauma informed respond and recovery hub, known as a Beacon, in each of the 4 localities in South Lanarkshire. The Beacons would link with key statutory partners and work collaboratively as part of a responder taskforce to provide services that were trauma informed, accessible and had a focus on wellness.

Following a tender process, initiated by the South Lanarkshire ADP, Liber8 Limited was awarded a 3 year contract to oversee the implementation and delivery of the South Lanarkshire community recovery Beacons model, which would be established initially, in 2 bases across 2 localities with a view to increasing to 4 bases across 4 localities over the duration of the contract. On 5 November 2019, a Beacon opened in Blantyre to serve the Hamilton and Blantyre locality and, on 15 January 2020, a second Beacon opened in Lanark to serve the Clydesdale locality. Premises for a third Beacon had been identified in Cambuslang, however, work was ongoing to identify suitable premises in East Kilbride.

Detailed information was provided on the recovery Beacons in terms of:-

- ◆ staffing
- ◆ investing in volunteers/people with lived experience
- ◆ the development of an assertive outreach approach to engage with, and connect to, the most vulnerable individuals
- ◆ working collaboratively to complement existing services to maximise positive outcomes

Liber8 would make efforts to include whole families and communities in the continued growth and development of the Beacons to reduce stigma, increase engagement and enable communities to identify organisations and services that could add value to local assets. Scottish Families Affected by Alcohol and Drugs, a national charity, had conducted a scoping exercise in relation to support and recovery services and improving connectedness and communication. Using the findings of the scoping exercise and, in partnership with South Lanarkshire ADP Partners, a joint application had been submitted to the Challenge Fund for £148,950 to deliver the proposed work deemed necessary to promote the whole family approach within the Beacons and address the impact made on families. Funding decisions would be notified to applicants in April 2020.

Liber8 would work alongside South Lanarkshire ADP, as the lead provider, to make recovery visible and embedded in South Lanarkshire communities. Arrangements had also been made for an analytical consultancy service to monitor and evaluate the new approach.

## **Partnership Delivery Framework**

In July 2019, the Scottish Government published a Partnership Delivery Framework to reduce the use of, and harm from, alcohol and drugs. A copy of the Framework, attached as Appendix 1 to the report, set out the partnership arrangements needed to reduce the use of, and harms from, alcohol and drugs and the expectation that all local areas would have a Strategy and delivery plans in place to achieve local outcomes. to reduce the use of, and harms, from alcohol and drugs by 1 April 2020. Those Strategies would use the outcomes and actions set out in the national strategy 'Rights, Respect and Recovery' and the Alcohol Framework 2018, as well as the associated monitoring and evaluation plans, to support the development of their local Strategy.

A South Lanarkshire Alcohol and Drug draft Strategy 2020 to 2023 had been prepared which set out their approach to tackling alcohol and drug problems and the actions and timeframes for activities/implementation.

A number of Strategy consultation events had been arranged by the South Lanarkshire ADP to enable stakeholders to have an input. The Chief Executive, South Lanarkshire Council, requested that the draft Strategy be circulated to Board members, as soon as possible, as part of the stakeholder engagement process.

During discussion, B Cameron, Area Manager, Skills Development Scotland intimated that, in terms of up-skilling volunteers, who were in recovery, with the aim of creating a pathway into employment, he was keen to discuss the possibility of joint work in this area.

- Outcome(s):**
- (1) Establishment of locality Beacons noted.
  - (2) Draft ADP Strategy 2020 to 2023 to be circulated to Board members to allow participation in the consultation process.
  - (3) Area Manager, Skills Development Scotland to liaise with the ADP Co-ordinator on possible joint work in relation to up-skilling volunteers who were in recovery with the aim of creating a pathway into employment.

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### **3 Community Planning Partnership Risk Register**

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A report dated 22 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the Community Planning Partnership (CPP) Risk Register.

In September 2019, Board members had been requested to review the current Risk Register and highlight new identified risks. A Risk Register Workshop had taken place on 5 December 2019 to consider the feedback received.

The proposed CPP Risk Register 2020, attached as Appendix 1 to the report, provided details of the 7 top risks. The Risk Control Plan, attached as Appendix 2 to the report, detailed 13 mitigating actions to further control those risks.

The Chief Executive, South Lanarkshire Council:-

- ◆ proposed that, going forward, and in terms of performance management reporting, the status of actions in the Risk Control Plan be included i.e. 'Red', 'Green', 'Amber' (RAG) and also detail the responsible Lead Officer for all actions
- ◆ advised that, to increase the impact of the Council's efforts to achieve its strategic objectives, links between the Council Plan and Community Plan required a sharper focus on the key areas of activity, to provide a 'single vision, single purpose'

During discussion, it was proposed that the 'Coronavirus' be added to the Risk Register and, in relation to the risk 'Lack of data/information sharing among Partners', it would be useful to have further discussion in relation to Data Sharing.

To ensure appropriate monitoring of the Risk Register and Risk Control Plan, it was proposed that those be considered as a standard item at all future Board meetings.

- Outcome(s):**
- (1) Community Planning Partnership Risk Register approved.
  - (2) RAG and Lead Officer details to be included in future Risk Control Plans.
  - (3) Coronavirus to be added to the Risk Register.
  - (4) Further discussions in relation to data sharing to take place.
  - (5) Risk Register and Risk Control Plan to be considered at all future Board meetings as a standard item.

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### **4 Lived Experience Fund**

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A report dated 22 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on applications which had been received in relation to the Lived Experience Fund.

On 17 April 2019, the Board agreed that £5,000 be made available from the 2019/2020 Community Planning Budget to support partners/organisations in capturing the lived experience of local residents to help inform community planning partnership service delivery and policy

development. On 19 June 2019, a draft 'Lived Experience Fund' application form, guidance for applicants and grant process was approved by the Board.

It was proposed that Lived Experience grants be awarded as follows:-

- ◆ Applicant: Blantyre Credit Union (002)  
Purpose of Grant: Create a 'wanted' portfolio of financial products and services  
Amount awarded: £500
- ◆ Applicant: Joint Ex Service Veterans (003)  
Purpose of Grant: Creation of a veterans' fruit and vegetable garden and to provide a drop-in location  
Amount awarded: £500
- ◆ Applicant: PAMIS (004)  
Purpose of Grant: To provide Empowering Conversation Events  
Amount awarded: £500
- ◆ Applicant: Burnhill Action Group (005)  
Purpose of Grant: To host a summer barbeque for members of the local community to meet and discuss effects of poverty  
Amount awarded: £500
- ◆ Applicant: Healthy Valleys (006)  
Purpose of Grant: To assist with costs of holding focus groups to explore impact of Welfare Reform on families living in poverty  
Amount awarded: £500
- ◆ Applicant: The Manda Centre (007)  
Purpose of Grant: Contribution to transport/travel costs and resources for participants of the Freedom Programme  
Amount awarded: £487.20
- ◆ Applicant: Carluke's Men's Shed (008)  
Purpose of Grant: Contribution towards costs of holding an Open Day to promote benefits of membership  
Amount awarded: £500
- ◆ Applicant: The Machan Trust (009)  
Purpose of Grant: To support establishment of Youth Forum.  
Amount awarded: £450

**Outcome(s):** Proposals for the award of grants from the 2019/2020 Community Planning Budget, as detailed in the report, approved.

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## 5 Review of Thematic Partnership Board Improvement Plans Update

A report dated 22 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the review of Thematic Partnership Improvement Plans. (PIPs).

On 11 September 2019, the Board noted:-

- ◆ that the Community Plan was underpinned by 4 PIPs which contained the detailed action plans and performance measures for each of the Partnership's key thematic areas for 2017 to 2020
- ◆ the key stages in the development of the PIPs, as detailed in Appendix 2 of this report
- ◆ legislative changes which had impacted on 2 of the Partnership Boards since their introduction

- ◆ that, in relation to the development of other Partnership Plans i.e. the Child Poverty Action Report and Rapid Housing Transition Plan, the priorities of those Plans should be aligned with the Community Plan
- ◆ details of work on a new Children's Services Plan for 2020 and beyond and the Economic Growth Partnership's strategy 'Promote'

The Board, at that meeting, also agreed that consideration of the development of PIPs from 2020 onwards should be continued until after the Thematic Board Development Session which would be held on 3 October 2019.

Thematic Partnerships contributed to the delivery and reporting of the Community Plan priorities and, taking into consideration the background to the current PIPs, legislative changes and the - current Board review of PIPs, the following options had been considered:-

- ◆ **maintain the status quo and renew the 4 Partnership Improvement Plans for 2020 to 2023** (this would mean that 3 of the 4 Thematics would deliver and report actions across 3 Partnership Plans)
- ◆ **agree to extend the 4 current PIP plans for 2017 to 2020 by one year until completion of the Board review** (this would mean that 3 of the 4 Thematics would deliver and report actions across 3 Partnership Plans for a further year until completion of the Board review)
- ◆ **remove the requirement for all Thematic Partnerships to have a PIP and place a renewed focus on delivery through the Community Plan priorities** (this would mean that 3 of the 4 Thematics would deliver and report actions for 1 Partnership Plan and the Community Plan)

A summary of each option in terms of the partnership planning and reporting requirements for each Thematic Partnership was provided in Appendix 2 of the report.

It was recommended that:-

- ◆ option 2 be agreed as an interim solution until the current review had been completed and new reporting arrangements agreed
- ◆ as the new Children's Services Plan for 2020 and beyond and the Economic Growth Partnership's strategy 'Promote' would be in place for the 2020/2021 reporting year, the actions within those plans be adopted as their PIPs.

On 5 December 2019, the Board considered a discussion paper which outlined structural options for the Board to consider in relation to the Best Value Assurance Review. A Community Planning Structure Review Group had now been established to further develop those proposals and had held its first meeting on 3 February 2020. A paper was submitted which highlighted the Review Group's key activities in developing alternative structures to support the work of the CPP. Members were invited to submit any comments on the paper to the Community Engagement Team.

Regular progress updates would be provided to the Board.

- Outcome(s):**
- (1) Proposal to extend the 4 current Partnership Improvement Plans for 2017 to 2020, for one year until completion of the Board review agreed.
  - (2) Board members to submit any comments on the Community Planning Structure Review Group's paper to the Community Empowerment Team.
  - (2) Regular progress reports to be submitted to the Board.

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## 6 Community Planning Conference Feedback

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A report dated 22 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted providing an overview on the Community Planning Conference held on 9 December 2019 at the Hamilton Academicals Football Stadium.

The aims and themes of the conference were to:-

- ◆ foster connections and share learning and resources between local organisations
- ◆ increase Community Planning Partnership Members' awareness of local activity
- ◆ consider next steps

Approximately 100 people attended the event and 47 organisations, detailed in Appendix 1 to the report, were represented. Dr Claire Bynner, University of Glasgow delivered a presentation on 'Having Community Conversations that Matter'. Conversation cafes had taken place which allowed local community group representatives to share with delegates details on a range of activities being undertaken in relation to:-

- ◆ asset transfer
- ◆ local planning
- ◆ innovation in poverty
- ◆ involving people
- ◆ sustainability
- ◆ building and celebrating communities

Delegates had been asked to consider the challenge question 'How can South Lanarkshire have community conversations that matter?' The Community Engagement Team had considered feedback and key messages arising from this question which would inform the new Community Participation and Empowerment Strategy, a draft of which would be submitted to a future meeting of the Board. A Graphic Facilitator had also recorded the outputs from the event, attached as Appendix 2 to the report.

Actions which would be taken forward, based on the conference feedback, were detailed in the report.

The next Community Planning Partnership event and launch of the Community Participation and Empowerment Strategy had been provisionally arranged for 29 May 2020.

- Outcome(s):**
- (1) Overview of the Community Planning Conference held on 9 December 2019 noted.
  - (2) Actions being taken forward by the Community Empowerment Team, as detailed in paragraph 4.4 of the report, noted.
  - (3) Provisional date of 29 May 2020 for this year's Conference noted.

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## **7 Board Governance Arrangements – Community Planning Partnership Membership**

A discussion paper was submitted on the future membership of the Community Planning Partnership (CPP) Board.

To inform discussion by the Board, 6 documents were attached to the paper as follows:-

- ◆ current Board membership detailed by organisation
- ◆ statutory duties of Partners as defined by the Community Empowerment Act 2015
- ◆ Community Plan priorities
- ◆ Partner representation across the CPP
- ◆ overview of other Partnership structures
- ◆ current Board remit

During discussion on CPP Board membership, it was suggested that consideration be given to the following areas:-

- ◆ the CPP priorities and mapping those against current membership
- ◆ identify any gaps, for example, South Lanarkshire Leisure and Culture Limited and Lanarkshire Chamber of Commerce
- ◆ representatives from key Resources attending Board meetings, as required
- ◆ inclusion of the community voice and how local communities could feed into various area groups/committees

- ◆ non-elected members chairing meetings
- ◆ engagement with communities to engender confidence

It was recommended that the Community Planning Structure Review Group take cognisance of the work being undertaken on the review of community planning structures and that a report on membership be submitted to a future meeting of the Board.

**Outcome(s):** Update report on proposed membership of the Community Planning Partnership Board to be submitted to a future meeting of the Board.

## **8 Approval of the South Lanarkshire Good Food Strategy**

A report dated 22 January 2020 by the Executive Director (Community and Enterprise Resources) was submitted on the development of a South Lanarkshire Good Food Strategy 2020 to 2025.

The Board had been apprised of developments in relation to the development of the Good Food Strategy and the establishment of a Food Partnership at previous meetings.

On 4 December 2019, South Lanarkshire Council's Executive Committee approved the Good Food Strategy, attached as Appendix 1 to the report.

The Strategy would be launched at an event to be held in South Lanarkshire Council's Banqueting Hall, Hamilton on 26 March 2020. Food stakeholders from the public, private and third sectors had been invited to attend the event which would provide an opportunity to showcase good food practices across South Lanarkshire and foster partnership and collaboration.

Implementation of the Strategy would commence on 1 April 2020 and an Action Plan developed for the first year of implementation. Regular updates would be provided to this Board. As the actions of the Strategy were being developed and implemented, a partnership approach would continue to be adopted to advance the objectives of the Community Planning Partnership and, in particular, would focus on reducing food poverty and improving food in public place.

**Outcome(s):**

- (1) Approval of the South Lanarkshire Good Food Strategy noted.
- (2) Arrangements for the launch and implementation of the Strategy, including the development of a 1 year Action Plan noted.
- (3) On completion of the Action Plan, a report on Partners' actions for the delivery of the Strategy to be presented to the Board.

## **9 Community Planning Budget and Expenditure (to 6 December 2019 – Period 9)**

A report dated 22 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure at 6 December 2019 against budgeted expenditure for 2019/2020 for the Community Planning Partnership (CPP) budget.

The CPP budget amounted to £93,724. £33,378.88 of expenditure had been incurred at 6 December 2019, details of which were provided in the report.

On 5 December 2019, the Board had committed £41,731 for the establishment of a temporary post of Community Participation and Empowerment Officer. The post was at the recruitment stage, consequently, it was anticipated that the funds associated with the post would require to be carried forward to 2020/2021. Costs associated with the Community Planning Conference held on 9 December 2019 amounted to £2,500.

A further update on the CCP budget 2019/2020 would be provided at the Board meeting on 23 April 2020.

**Outcome(s):** Update on Community Planning Partnership Budget and Expenditure at 6 December 2019 noted.

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## **10 South Lanarkshire Register of Information**

A report dated 22 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the South Lanarkshire Register for Information which provided details of information which had been circulated to Community Planning Partners during the period 1 October to 6 November 2019.

**Outcome(s):** Noted.

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## **11 Annual Care Day Celebration 2020**

A report dated 22 January 2020 by the Director, Health and Social Care, South Lanarkshire Health and Care Social Partnership was submitted on the Annual Care Day Celebration 2020 which would take place on 21 February 2020.

Care Day, a joint initiative between 5 children's rights charities across the UK and Ireland under the '5 Nations 1 Voice Alliance', was the world's biggest celebration of children and young people with care experience and provided an opportunity to celebrate their rights.

South Lanarkshire Council had commissioned a Care Day Flag to be flown on 21 February 2020 outside the Council's Headquarters in Hamilton. The Town House, Hamilton would also be illuminated in Care Day colours to commemorate the event.

Details of various activities and actions, planned by South Lanarkshire Council, to celebrate the event were detailed in section 4 of the report. Partners were requested to support those actions and to promote the event through social media.

**Outcome(s):**

- (1) Arrangements to celebrate Annual Care Day 2020 to be held on 21 February 2020 noted.
- (2) Partners requested to support and promote the actions to celebrate the event through social media.

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## **12 Date and Venue of Next Meeting**

It was noted that the next meeting of the Board would be held of 23 April 2020 at 1.00pm in Committee Room 1, Almada Street, Hamilton

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## **13 Any Other Competent Business**

There were no other items of competent business.

# Response Recovery and Redesign For All Heather Knox Craig Cunningham



# NHS LANARKSHIRE

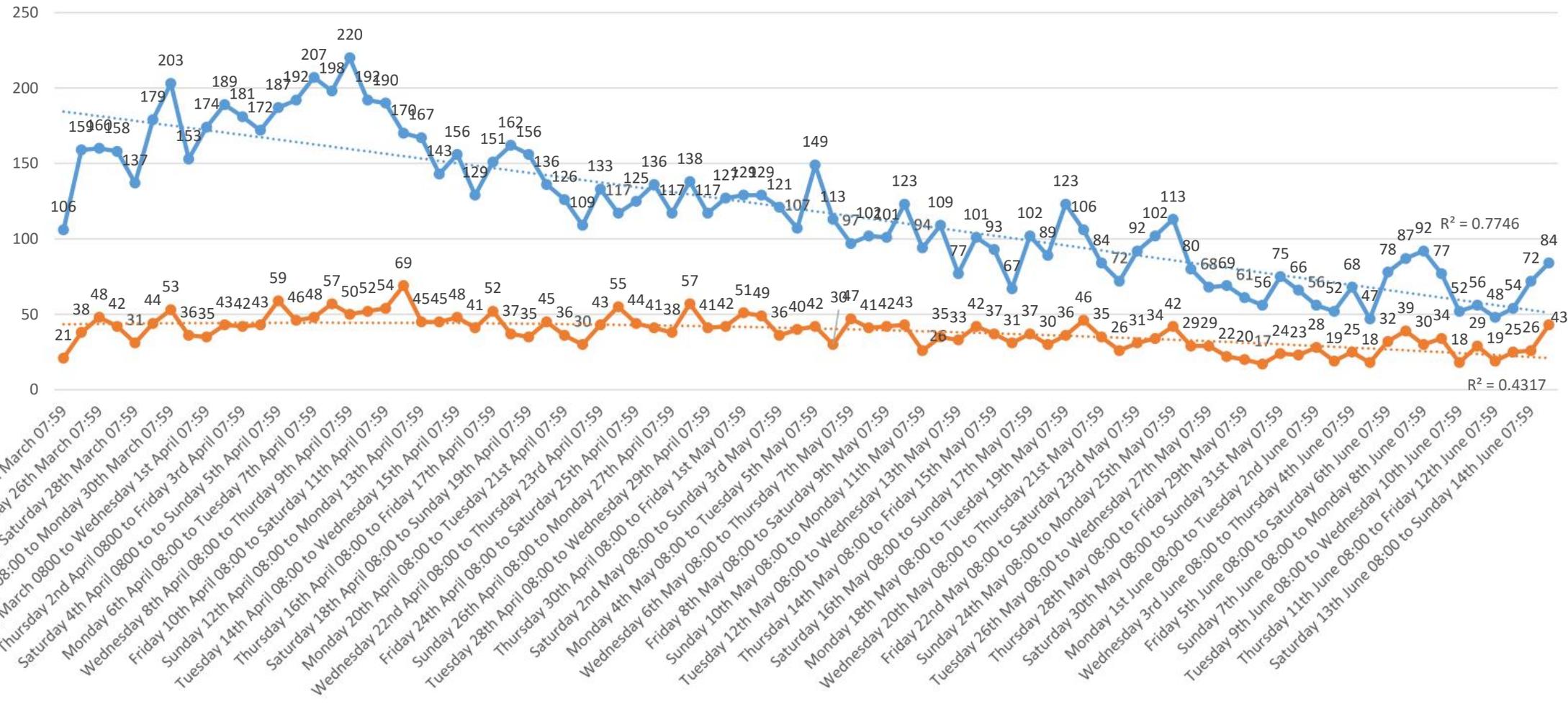
## COMMON RECOGNISED INFORMATION PICTURE



| COVID-19 OVERVIEW 11 JUNE 2020           |   |                              |                           |                           |                           |                                 |  |   |
|--|---|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------------|--|---|
| TESTS (NRS data)                         | CONFIRMED                               |                              | C19 INPATIENTS            | C19 INPATIENTS REQ. ICU   | DISCHARGED                | C19 INPATIENT DEATHS            | C19 DEATHS IN CARE HOMES                   | TOTAL STAFF C19 DEATHS                        |
| <b>33,440 NHSL</b><br>(11 June @08:00am) | <b>2,024 NHSL</b><br>(11 June @08:00am) |                              | <b>101</b>                | <b>6</b>                  | <b>611</b>                | <b>235</b>                      | <b>227</b><br>(6 <sup>TH</sup> June 2020)  | <b>1</b>                                      |
| ACUTE DAILY SITUATIONAL REPORT           |   |                              |                           |                           |                           |                                 |  |   |
| AREA                                     | 1<br>Inpatient Confirmed C19            | 2<br>Inpatient Suspected C19 | 3<br>Confirmed C19 in ICU | 4<br>Suspected C19 in ICU | 5<br>C19 Daily Discharged | 6<br>Daily Confirmed C19 Deaths | 7<br>C19 Deaths in Hospital Since Outbreak | 9<br>C19 Inpatients Discharged Since Outbreak |
| MONKLANDS                                | 11                                      | 11                           | 1                         | 2                         | 0                         | 0                               | 74   | 230   |
| HAIRMYRES                                | 13                                      | 14                           | 0                         | 3                         | 0                         | 0                               | 58   | 151   |
| WISHAW                                   | 19                                      | 17                           | 0                         | 0                         | 4                         | 0                               | 80   | 220   |
| AIRBLES RD.                              | 2                                       | 2                            |                           |                           | 0                         | 0                               | 0  | 0   |
| COATHILL                                 | 0                                       | 0                            |                           |                           | 0                         | 0                               | 2  | 1   |
| KELLO                                    | 1                                       | 1                            |                           |                           | 0                         | 0                               | 1  | 0   |
| KILSYTH                                  | 0                                       | 0                            |                           |                           | 0                         | 0                               | 8  | 5   |
| LADY HOME                                | 0                                       | 0                            |                           |                           | 0                         | 0                               | 1  | 0   |
| MENTAL HEALTH (N&S)                      | 0                                       | 0                            |                           |                           | 0                         | 0                               | 0  | 0   |
| UDSTON                                   | 6                                       | 0                            |                           |                           | 0                         | 0                               | 1  | 1   |
| WESTER MOFFAT                            | 1                                       | 1                            |                           |                           | 1                         | 0                               | 5  | 2   |
| STONEHOUSE                               | 2                                       | 0                            |                           |                           | 0                         | 0                               | 1  | 1   |
| <b>TOTAL</b>                             | <b>55</b>                               | <b>46</b>                    | <b>1</b>                  | <b>5</b>                  | <b>5</b>                  | <b>0</b>                        | <b>235</b>                                 | <b>611</b>                                    |

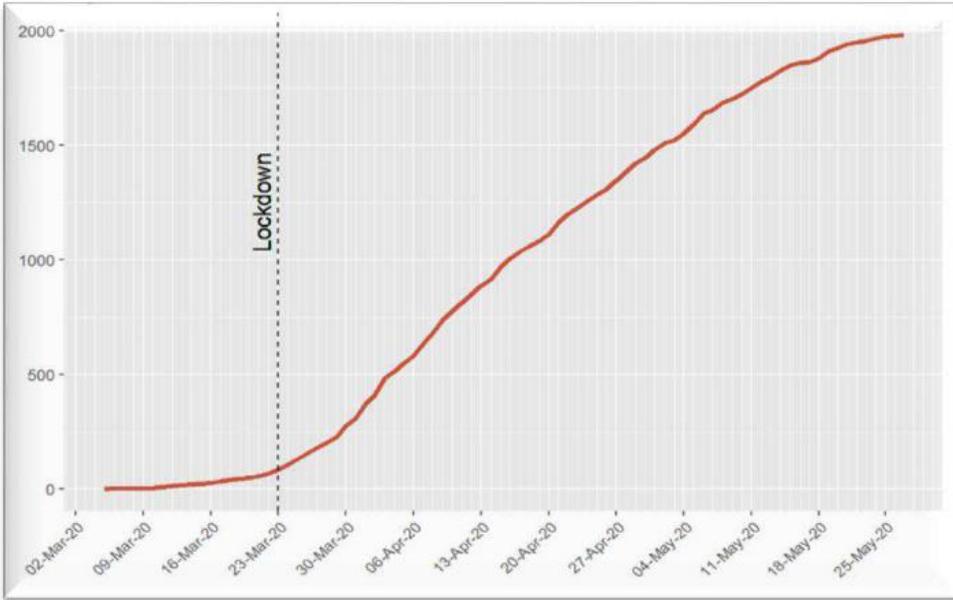
# NHS Lanarkshire Community Hub and Assessment Centres activity report for **daily activity 08:00am to 07:59am** : 23rd March 2020 to date

Number of patients triaged by hub and number of patients then triaged to community assessment centres

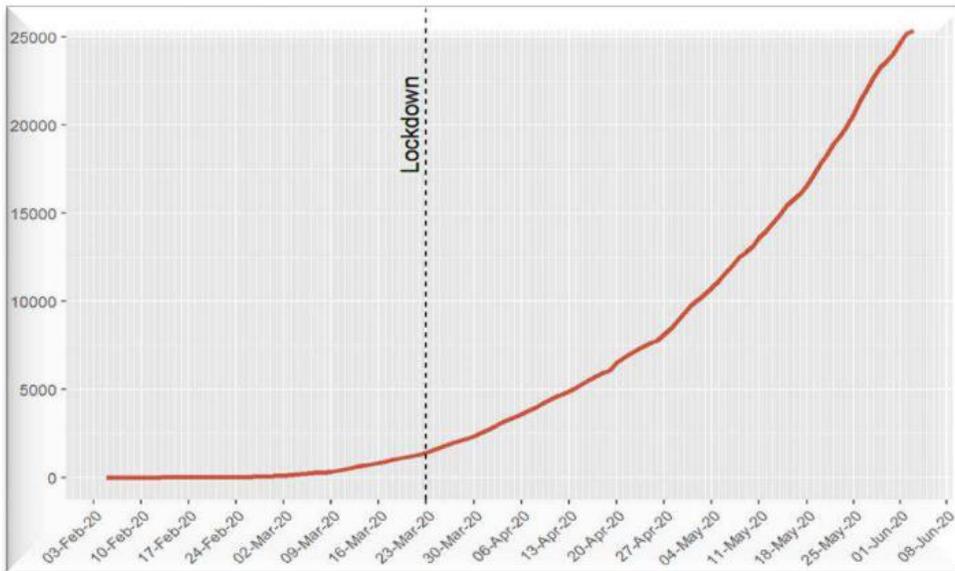


- Number of patients triaged by hub (includes those then triaged to assessment centres)
- Number of patients triaged to assessment centres
- ⋯ Poly. (Number of patients triaged by hub (includes those then triaged to assessment centres))
- ⋯ Poly. (Number of patients triaged to assessment centres)

**Confirmed Cases: Cumulative Positive C19 Tests in NHSL**

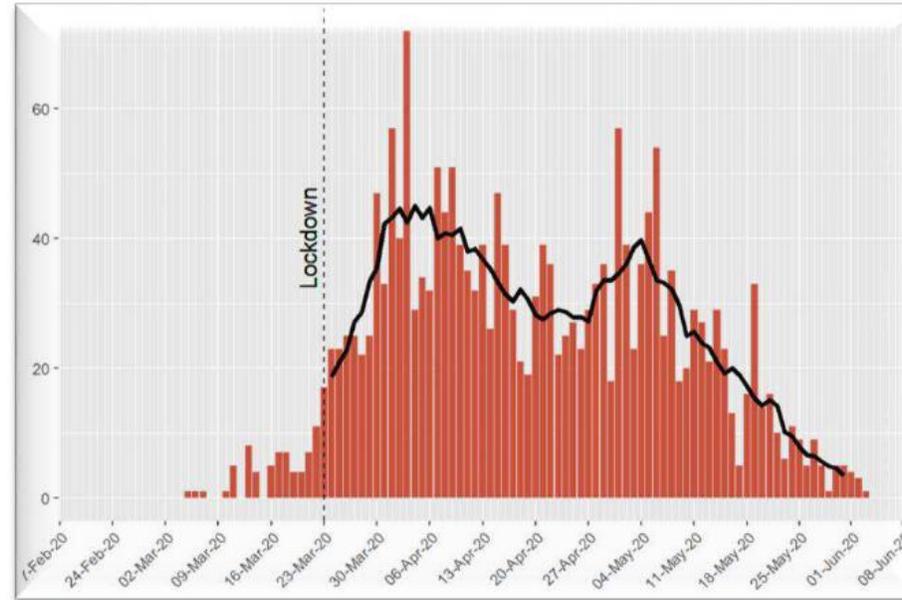


**Testing: Cumulative C19 Tests Performed in NHSL\***

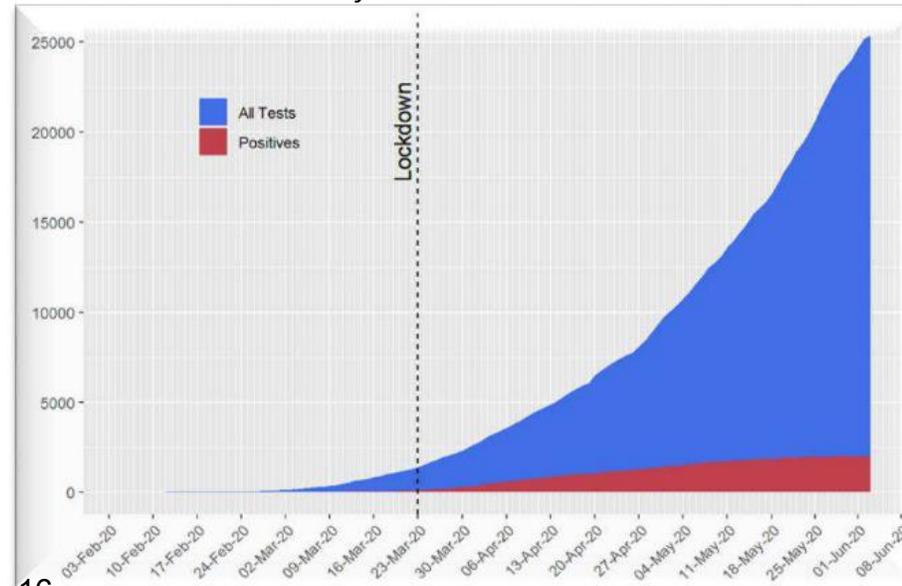


\*Some individuals will have been tested multiple times & received multiple positive results

**Confirmed Cases: New C19 Cases in NHSL, (7-day rolling average)**



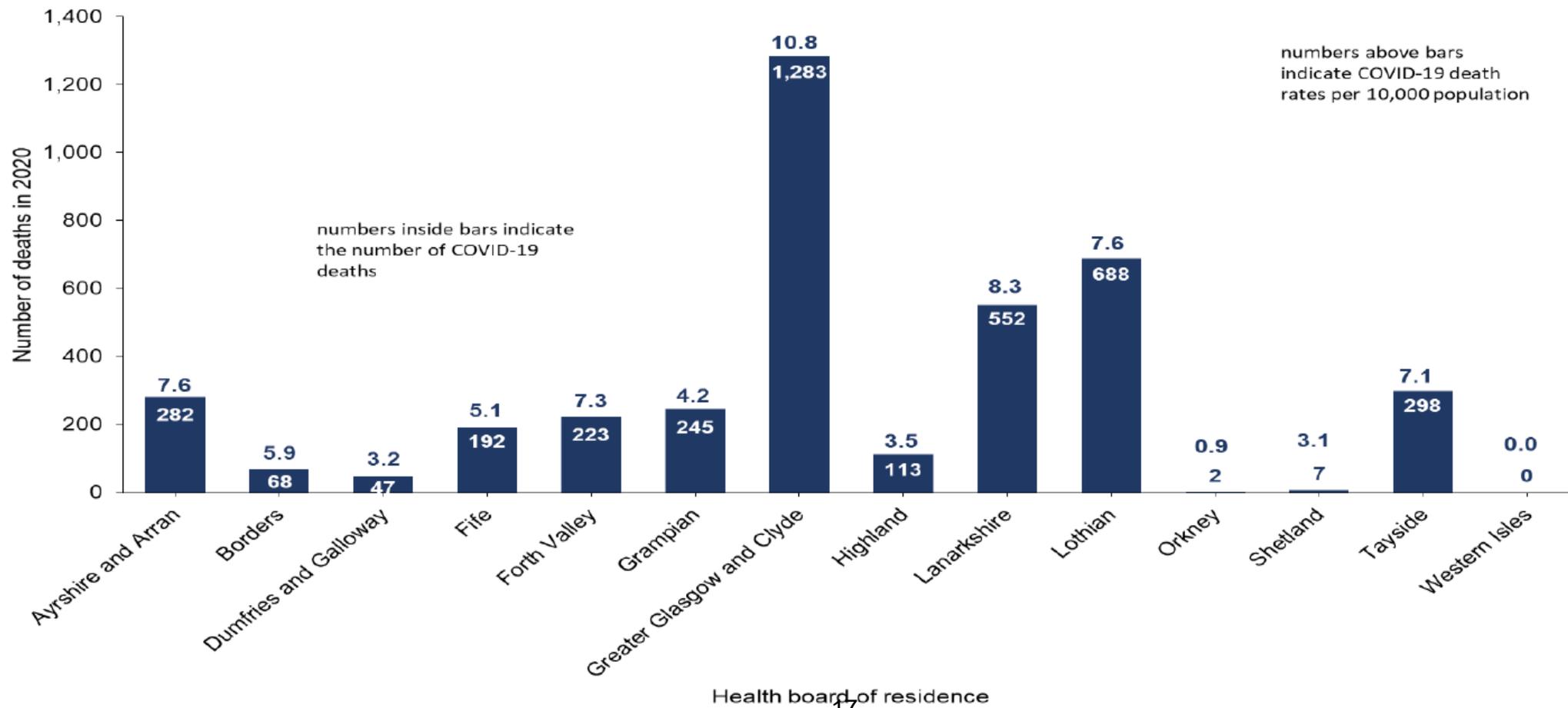
**Testing: Cumulative Positive C19 Test Results versus Cumulative C19 Tests Performed in NHSL**



# COVID-19 DEATHS BY HEALTH BOARD



Figure 4: COVID-19 deaths registered between weeks 1 and 23 of 2020, by health board of residence, Scotland



Health board of residence

# Response, Recovery and Redesign – Principles (1)

- Whole System Response
- Clinical and Area Partnership Involvement and Engagement
- Retain and build on positive changes resulting from Emergency Reconfiguration
  - Focused on Safety and Quality
  - Bottom Up Approach
- Committed to providing primary and secondary Services whilst Maintaining Significant COVID -19 Response Capability
- Working on a predictor for covid demand with Strathclyde University Modelling

# Response, Recovery and Redesign – Principles (2)

- Plan developed in partnership with West of Scotland Regional Planning and National Planning Approach
  - System Wide , Safe and Person Centred
  - Clinical Prioritisation
  - Agile, Flexible and Responsive
  - Realistic Care
  - Protecting Our Workforce
  - Digitally Enabled
  - Data Enabled

# Response, Recovery and Redesign – Principles (3)

- Principles for Safe and Effective Mobilisation
  - Service that can resume most safely
  - Achieving greater integration
  - Quality, values and experience
  - Services close to peoples' homes
  - Improved population health: target inequalities
  - Services that promote equality
  - Sustainability

# Response, Recovery and Redesign – Principles (4)

- Linkage with other key Council/Partner Plans
  - Shielded Patients and Associated Responses
  - Education
  - Independent Sector
  - 3<sup>rd</sup> Sector support/capacity
  - Recognising impact of inequalities throughout
  - Planning for Winter 2020/21

# Response, Recovery and Redesign – Status Update

## Essential Clinical Services

- Primary Care
- Inpatient
- Outpatient
- Diagnostics
- Treatment Rooms
- AHPs

# Response, Recovery and Redesign – Status Update

- Core Statutory Duty: Three Acts MUST deliver
  - Adult Support and Protection
  - Adult with Incapacity
  - Mental Health Care and Treatment
- Assessment and Care Management
- Requirement to Review Day Services
- Care Homes services
- Care at Home services

# Complexity: This is difficult.....

- Social distancing is now the normal health & safety standard – This will not be possible in many healthcare interactions and use of PPE is now standard practise
- The “new normal” will be underpinned by a new system of Risk Assessments and walk-throughs involving clinicians, staff reps, SALUS, IPCT, PSSD
- Changes to the physical environment may also mitigate risk and enhance social distancing - Physical barriers/screens/One-way systems/Signage/Sanitizer stations
- Treatment and operational capacity will be limited in many areas where mitigation is not possible, which will require different business models/Service Process to evolve
  - Appointments at precise times
  - Minimising patient companions and visitors
  - Shift working spread over a longer day
  - Catering facilities accessed at pre-designated times
  - Changing facilities spread more widely
  - Travel to/from/for work impacts
- All come with potential for higher staffing and infrastructure costs, and necessitates choices/prioritisation.

# COVID-19 AND INEQUALITIES

**Direct impact** – evidence shows COVID-19 disproportionately affects those who are more socio-economically deprived and vulnerable

- More likely to be in **lower paid jobs** with higher likelihood and degree of exposure to COVID-19 with **less ability to adapt to work from home** and **socially distance**
- Less ability to adapt to risks through having **less financial resilience** and **less access to community supports**
- **Increased sensitivity** to harm from exposure to COVID-19 due to **lifestyle factors** and **underlying health conditions** associated with severe COVID-19 disease

**Indirect impact** – social distancing/lockdown measures are likely to exacerbate existing inequalities already experienced by some groups

- **Increased poverty** - **loss of earnings** and **unemployment** and resultant impact on wider determinants including **food and housing security**
- Short and longer term impact of social distancing/lockdown measures on **mental health and wellbeing**
- **Reduced health services** – will disproportionately affect those who are most disadvantaged given higher morbidity and access issues
- **Disruption to other essential services and education** - likely to be impact more on those who already have fewer resources.

**Impacts vary across different populations and demographics** – age, gender, ethnicity, people with mental health issues, those who use substances or are in recovery, people with disabilities, workers with precarious contracts, people on low income.

# COVID-19 AND INEQUALITIES

The **collaborative** system wide response to **mitigate** the impact of COVID-19 on inequalities in the short term has been unprecedented and has included:

- **Financial support** packages in the short term for individuals, businesses and communities
- **Community assistance centres** for those shielding and also for those who have wider vulnerabilities or needs
- Mobilisation of **voluntary and community sector supports** to respond to needs at a local level
- **Psychological support** helplines introduced for those in need of mental health support
- **Virtual outreach** services for key vulnerable groups such those experiencing homelessness or housing insecurity and those experiencing poverty
- **Essential services maintained for key vulnerable groups** including those who require homecare, those experiencing addictions, those with mental health issues and those experiencing homelessness
- **Children and young people's** partnership action plan to mitigate impact of reduced service delivery for this population

# COVID-19 AND INEQUALITIES

## Key message

Persistent and pervasive health inequalities have existed in Lanarkshire pre COVID-19 and are now likely to worsen.

Modelling by Public Health Scotland shows that over a decade the **impact of inequalities on life expectancy** is greater than around **SIX UNMITIGATED PANDEMICS**

As move into the Recovery phase Community Planning partners should prioritise **whole system** population health approaches which address the **wider determinants** of health

- Tackling **poverty**
- **Employment**
- **Mental health** and wellbeing
- Service **redesign** focusing on those most vulnerable
- Support the increased **community ownership** and mobilisation and role of voluntary sector

# What we need from you...

- How do we manage public expectations
  - What should the world look like post Covid?
  - How do we engage stakeholders to assist shape the future?
  - How do we best communicate the complexity of service delivery whilst keeping people – public and staff – safe?
- How do we provide safe access to A&E ? (eg phone before appointment – in same way as occurs in urgent primary care/OOH)
- How do we ensure equal access to services?
- How can we collectively address the inequalities challenge?

# Report

4

|                  |   |
|------------------|---|
| Report to:       | <b>Partnership Board</b>                          |
| Date of Meeting: | <b>1 July 2020</b>                                |
| Report by:       | <b>Chief Executive, South Lanarkshire Council</b> |

|          |                                 |
|----------|---------------------------------|
| Subject: | <b>Drug Deaths and Naloxone</b> |
|----------|---------------------------------|

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide the CPP Board with a trend analysis and key findings presentation from the ADP Drug Deaths Sub Group
- ◆ Provide the CPP Board with information regarding the use of Naloxone as a treatment for overdoses of heroin and opiates.

## 2. Recommendation(s)

2.1. It is recommended that the CPP Board:-

- (1) Note the presentation and trend analysis from the Chair of the ADP Drugs Death Sub Group
- (2) Note the information on the use of Naloxone as an emergency medication to treat overdoses of heroin and opiates.

## 3. Background

3.1. Naloxone is an emergency medicine used to treat overdoses caused by heroin and other opiates and opioids. The main life threatening effect of heroin and other opiates is to slow down and stop breathing. Naloxone blocks this effect and reverses breathing difficulties. As such, administered correctly and at the right time in an emergency situation, it is a proven lifesaver.

3.2 Between 2011-2016, Scotland was the first country in the world to introduce a national naloxone programme empowering individuals, families, friends and communities to access and make use a medication that can reverse an opiate overdose. Naloxone is a prescribed medication, however, drug services can supply Naloxone products without a prescription if they solely contain Naloxone. Both injectable and nasal formulations are available. The types of drug treatment services that can supply Naloxone include or may not be limited to:

- Drug services provided by primary care services
- Drug services provided by secondary care services (including a range of specialised and community and inpatient drug services)
- Needle and syringe programmes
- Pharmacies providing drug treatment such as opioid substitution treatments.

#### 4. Drug Fatalities in South Lanarkshire

4.1 Over the preceding three years, there have been 149 **confirmed** drug fatalities in South Lanarkshire. 76% of these have involved heroin and/or opiate overdoses.

|                                | 2017 | 2018 | 2019* | 3 Year Total |
|--------------------------------|------|------|-------|--------------|
| No of Deaths                   | 53   | 60   | 36    | 149          |
| No of Deaths involving opiates | 40   | 49   | 24    | 113          |
| % of Opiate Deaths             | 75%  | 82%  | 67%   | 76%          |

\*2019 data is not yet finalised due to a hold up with post mortem reports. There are presently 27 deaths awaiting confirmed cause of death.

4.2 During the first three years of the national naloxone pilot project, there were 365 recorded instances of successful usage where naloxone was used to reverse an overdose. This is noted in the project evaluation report as an underestimate as there is anticipated to be many unreported usages and the estimate is indicated at over 500 successful usages.

In terms of impact, the following table is extracted from the evaluation report

**Table 5.1: Impact on service users**

|  | Strongly agree | Agree | Disagree | Strongly disagree | Don't know |
|--|----------------|-------|----------|-------------------|------------|
| The THN programme has empowered people who use drugs to take greater control of their health (n=169)               | 17%            | 56%   | 8%       | 2%                | 17%        |
| The THN programme has made people who use drugs more aware of the causes of drug overdose (n=169)                  | 37%            | 53%   | 3%       | 2%                | 5%         |
| The THN programme has made people who use drugs more aware of life saving techniques such as resuscitation (n=169) | 42%            | 50%   | 2%       | 1%                | 5%         |
| The THN programme has saved lives (n=169) <sup>27</sup>  | 48%            | 38%   | 1%       | 1%                | 12%        |

4.3 Following the national naloxone pilot, the South Lanarkshire Alcohol and Drug Partnership has continued to support the provision of Naloxone as a priority measure to address potential overdoses. Within South Lanarkshire the following services have staff trained to provide “Overdose Awareness and Naloxone” training and distribute Take Home Naloxone (THN) kits to individuals at risk of overdose or anyone who may be supporting someone at risk of, or likely to witness, an opioid-related overdose:

- Community Addiction Recovery Service
- Custody Healthcare
- Harm Reduction Team
- Substance Misuse Liaison Nurse Service
- *We Are With You* (third sector org)

- 4.4 The ADP is currently working with the Harm Reduction Team to target housing colleagues for extended distribution and looking at possibilities to address supplying family members/carers of people who have experienced non-fatal overdose. Prior to COVID-19, training was carried out and THN kits distributed by way of an opportunistic brief intervention or scheduled training sessions by service providers. Training for Trainers sessions were full day face to face sessions delivered by NHS Lanarkshire's Harm Reduction Team. Discussions are currently ongoing as to how future training will be managed and delivered.
- 4.5 Due to the COVID-19 pandemic, there has been support from the Lord Advocate to expand the number of services able to distribute THN kits to anyone who may be supporting someone at risk of, or likely to witness, an opioid related overdose. With the support of the Scottish Drugs Forum (SDF), Scottish Families Affected by Alcohol and Drugs (SFAD) are currently offering a "Click and Deliver" THN service to anyone living in Scotland who is over the age of 16. SDF has created a short e-learning course on opiate overdose prevention, intervention and naloxone and it is recommended that anyone who requests a THN kit completes the online training prior to using naloxone. SFAD work closely with the Beacons in South Lanarkshire.
- 4.6 The number of new supplies and re-supplies are recorded and monitored by NHSL's Harm Reduction Team. The overall management and accountability of naloxone lies with NHSL's Harm Reduction Team.
- 4.7 Previous consideration had been given to the availability of Naloxone in other contact settings, however, this was deferred during the pilot period.

## **5. Current First Responder Deployment**

- 5.1. In addition to drug users at risk, their family and friendship networks, first responders to reported overdoses in a community setting will often be either the Scottish Ambulance Service or Police Scotland. Currently, the carrying of Naloxone by police officers in Scotland is not routine. It is understood that Naloxone kits have been made available to Police Services in the UK in certain settings such as custodial suites.

## **6. General/Other Implications for the Council**

- 6.1. None

## **7. Employee Implications**

- 7.1. There are no employee implications associated with this report.

## **8. Financial Implications**

- 8.1. There are no financial implications associated with this report.

## **9. Equality Impact Assessment and Consultation Agreements**

- 9.1. There is no requirement to undertake an equality impact assessment regarding the content of this report.

**Cleland Sneddon**  
**Chief Executive**  
**South Lanarkshire Council**

22 June 2020

**Contact for Further Information:**

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# Report

5

|                  |   |
|------------------|---|
| Report to:       | <b>Partnership Board</b>  |
| Date of Meeting: | <b>1 July 2020</b>  |
| Report by:       | <b>Director, Health and Social Care</b><br><b>Executive Director (Education Resources), South Lanarkshire Council</b> |

|          |   |
|----------|---|
| Subject: | <b>Children in Need of Care and Protection– Inspection Outcome - Evaluation</b> |
|----------|---|

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide the Partnership Board with an update of the Joint Inspection of Services for Children in Need of Care and Protection in South Lanarkshire.

## 2. Recommendation(s)

2.1. The Partnership Board is asked to approve the following recommendation:-

- (1) that the content of the report be noted.

## 3. Background

3.1. With the introduction of the Children and Young Peoples (Scotland) Act 2014, the Scottish Government has furthered its ambition for “Scotland to be the best place to grow up in by putting children and young people at the heart of the planning and services and ensuring their rights are respected across the public sector”.

3.2. It is within this context of significant legislative changes and the subsequent Child Protection Improvement Programme and National Care Review that the Care Inspectorate reviewed and updated its methodology to enable self-evaluation and inspection actively to focus on Children in Need of Care and Protection.

3.3. In the revised model for the Joint Inspection of Services for Children and Young People in Need of Care and Protection, the Care Inspectorate pose five inspection specific questions:

1. How good is the Partnership at recognising and responding when children and young people need protection?
2. How good is the Partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and well and recover from their experiences?
3. How good is the Partnership at maximising the wellbeing of children and young people who are looked after?
4. How good is the Partnership at enabling care experienced young people to succeed in their transition to adulthood?
5. How good is collaborative leadership?

- 3.4. At the point of Inspection, Partnership areas are requested to provide position statements against each of the Inspection Questions noted above and how self-evaluation is carried out and key performance indicators evaluated however, these are not formally evaluated by the Inspection Team.
- 3.5. Quality Indicators, 1.1 (key performance indicators), 2.1 (impact on children and young people), 2.2 (impact on families) and all the 9's (leadership) in the Quality Improvement Framework for Children in Need of Care and Protection (2019) are evaluated as part of the Inspection process only.
- 3.6. Inspection - South Lanarkshire Partnership  
The Partnership was formally notified by the Care Inspectorate of their plans for inspection on 06 August 2019, this included 10 days on site (over two periods) the weeks beginning 28 October and 02 December 2019.
- 3.7. An inspection preparation/steering group was established with representation from across the Children's Services Partnership. Reports outlining the inspection were presented to the Corporate Management Team (CMT) (Council and Health Board), Council Executive Committee, Community Planning Partnership Board, Getting it Right for South Lanarkshire's Children's Board and the Integrated Joint Board (IJB).
- 3.8. A series of staff briefings were delivered to appraise the Children's Services workforce of the inspection. Sessions were held in all four localities, with over 500 staff attending.
- 3.9. As part of the focus on engagement there were a series of surveys put in place by the Care Inspectorate to scope stakeholder's experiences. These included:
  - ◆ A staff survey which was distributed to staff working with children and young people in need of care and protection;
  - ◆ A children and young people's survey; and
  - ◆ A parent's survey.
- 3.10. The Care Inspectorate requested a Joint Self Evaluation (JSE) to be prepared based on the five inspection specific questions (as noted in 3.3 above) which was submitted on 27 September 2019 along with the associated evidence.
- 3.11. In total, 91% of our staff in Children Services responded to the staff survey, of which 89% fully completed the survey, evidencing not only a very positive response rate but also an engaged workforce.
- 3.12. Based on the survey findings, the Inspectors wanted to explore a few areas further during their week one and week two on-site activity.
- 3.13. The first on-site week commenced on 27 October, with Inspectors undertaking case file reading of 109 cases from Monday - Wednesday. The core records of Police Scotland, Health, Education and Social Work were read in respect of 45 Child Protection cases, with the Lead Professional - Social Work records read for the remainder 64 Corporate Parenting cases.
- 3.14. On Wednesday evening, Thursday and Friday the Inspection Team undertook Participation and Engagement Activity. As a Children Services Partnership we offered the Inspection Team 52 different opportunities to engage with children, young people and parents/carers. This allowed the Inspection Team to directly engage with children, young people and parents/carers to understand the impact of our services/intervention on their lives.

- 3.15. Based on the Inspection Team’s initial reflections of week one, when they met with Senior Officers from across the Partnership on 13 November, 2019 they were able to identify specific focus group activity and requested additional opportunities to engage with children and young people for their week two on-site activity.
- 3.16. In total, 46 individual sessions were arranged for the Inspection Team in week two which commenced on 02 December, 2019. This consisted of 31 focus group sessions with front line workers, front line managers and senior officers across the Children’s Service’s Partnership (including Elected Members) - entailing over 350 staff engaging directly with the Inspection Team. The remaining 15 sessions were a combination of attending staff engagement events and meeting with children, young people and families. Where additional sources of evidence were discussed within focus groups, these was subsequently provided to the Inspection Team.

#### 4. Inspection Evaluation

- 4.1. Whilst it was anticipated the Inspection Report would be published on 28 April 2020 on 23 March 2020 the Care Inspectorate took the decision to suspend all publications of inspection reports in light of the demands on public services due to the Covid-19 pandemic. The Inspection Report was subsequently published on 16 June 2020 and can be accessed [here](#).

##### Summary of Evaluations:

|  |          |
|--|----------|
| How good is our Leadership   | Good     |
| How well do we meet the needs of our stakeholders  | Good     |
| Impact on children and young people  | Adequate |
| Improvements in the safety, wellbeing and life chances of vulnerable children and young people | Adequate |

- 4.2. The Care Inspectorate recognised a lot of good work that is being done in South Lanarkshire. The adequate evaluations predominately relate to our Corporate Parenting agenda. This includes actively engaging with care experienced children and young people via the establishment of a Champions Board and the testimony of care leavers of services and supports available to them when they leave care.
- 4.3. Whilst the Care Inspectorate could see that there were active steps being undertaken to address these areas for example the development of a dedicated Throughcare and Aftercare Team for care leavers, it was too early to see the impact of this. In addition, they were also aware that the launch of the Champions Board had taken place on 10 December, 2019 but again felt it was too early to evidence the impact of engagement with care experienced young people.
- 4.4. The Care Inspectorate in its conclusion reported that: The Care Inspectorate and its scrutiny partners are confident that South Lanarkshire Community Planning Partnership has the capacity to continue to improve and to address the points for action highlighted in this report. This is based on:
- ◆ A strong commitment to collaborative working and improvement;
  - ◆ Improvements already demonstrated in the wellbeing of many children, young people and their families supported by a wide range of effective services;
  - ◆ The potential for continuing improvements through developments which had already begun;
  - ◆ The support and confidence demonstrated in senior leaders by staff across all sectors;

- ◆ The partnership's own joint self-evaluation which identified many of the strengths and areas for development highlighted in this report; and
- ◆ Positive discussions in partnership meetings held during the course of this inspection which demonstrated a clear commitment to improvement and learning

## **5. Good Practice Examples**

- 5.1. In the Inspection Report, Aspire and Structured Deferred Sentencing were identified as two good practice examples in South Lanarkshire.
- 5.2. Aspire is the Youth Employability Service coordinated by Education Resources. Youth Employability and partners promote and share a consistent vision that all our young people have a positive initial and sustained destination as they enter further and higher education, training and employment.
- 5.3. Closing the attainment gap and improving employability outcomes for children and young people who live in our rural areas, who are care experienced, have additional support needs, are involved with the youth justice system and /or subject to other adverse childhood experiences remain key priorities.
- 5.4. Effective leadership and synergy across council and partner priorities has enabled strong connections between strategic groups of CPP, Opportunities for All and Children's Services to develop our young workforce.
- 5.5. Analysis of the Skills Development Scotland co-ordinated Data Hub supports the tracking of young people age 16 - 19 to ensure positive destinations are achieved and sustained. Despite having one of the largest numbers of young people aged 16-19 in Scotland; we now have one of the highest positive initial destination results comparable with other Councils.
- 5.6. The Inspection Team recognised that the Structured Deferred Sentencing (SDS) Court in Hamilton has led to significant improvement in wellbeing for young people.
- 5.7. SDS is a community based intervention given after conviction, but prior to sentencing.
- 5.8. SDS aims to divert people from the criminal justice system and reduce short term prison sentences. A person convicted of an offence is provided with a period of time between conviction and sentencing in which they receive structured support to address criminogenic needs and stop offending prior to being sentenced. If during the deferral they do not commit any further offences, any subsequent sentence will be lower or they may be admonished.
- 5.9. Young people who engaged had better outcomes in terms of mental health and housing, with positive destinations in terms of employability and inclusion within their community.
- 5.10. The evaluation of outcomes was supported by the University of the West of Scotland evaluation report which Inspectors recognised this was a successful project due to a "welfare-led" approach underpinning the project.
- 5.11. To evidence the success of the project, 90% of those who engaged did not re-offend.

## **6. Next Steps**

- 6.1. The Partnership will be actively engaging with our Care Inspectorate Link Inspector on the improvement plan which will be overseen by the Children's Services Strategy

Group and reported to the Getting it Right for South Lanarkshire's Children's Partnership Board.

- 6.2. The Children's Services Strategy Group will develop a communication strategy to ensure partners, stakeholder and wider workforce are informed of the outcome from the inspection and improvement plan going forward.

**7. General/Other Implications for the Council**

- 7.1. Whilst there are risks associated with any external scrutiny process, particularly one of this scale across Council Resources and including other partner agencies of NHS Lanarkshire, Police Scotland and Scottish Children's Reporters Administration (SCRA); it is important that we maintain our good working relationship with the Care Inspectorate based on transparency and improvement.

**8. Employee Implications**

- 8.1. There are no employee implications associated with this report.

**9. Financial Implications**

- 9.1. There are no financial implications associated with this report.

**10. Equality Impact Assessment and Consultation Agreements**

- 10.1. There is no requirement to undertake an equality impact assessment regarding the content of this report.

- 10.2. As identified above, there has been extensive engagement with staff, children and young people their families and carers as part of this inspection process.

**Val de Souza**

**Director, Health and Social Care**

**South Lanarkshire Health and Social Care Partnership**

**Tony McDaid**

**Executive Director (Education Resources)**

**South Lanarkshire Council**

12 June 2020

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# Report

6

Report to: **Partnership Board**  
 Date of Meeting: **1 July 2020**  
 Report by: **Executive Director (Finance and Corporate Resources)  
 South Lanarkshire Council**

Subject: **Role of Community Planning Partnership in COVID-19  
 Outbreak**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide the Partnership Board with an opportunity to discuss the feedback received from partners on their experiences during the COVID-19 outbreak and the steps being taken moving forward.

## 2. Recommendation(s)

2.1. The Partnership Board is asked to approve the following recommendations:-

- (1) That the Board note the feedback provided on the experiences of partners during the COVID-19 outbreak and the steps being taken moving forward; and
- (2) That the Board task the Community Planning Progress Group with the development of an Action Plan to be considered alongside the COVID-19 Risk Card.

## 3. Background

3.1. Questions on the experiences of Community Planning Partners during the COVID-19 outbreak and the next steps being taken were provided by the Scottish Government and circulated to the Partnership Board for their comments.

3.2. The purpose of the Scottish Government consultation is to learn from partners and information provided will be helpful in harnessing recent energy and momentum towards longer-term ambitions and will advise on the role the Scottish Government should take across a range of policy themes as well as community planning.

## 4. Partner experiences and next steps

4.1. The experiences of partners during the COVID-19 pandemic and the next steps have been reviewed and the key themes emerging across the partnership are as follows:-

|                    |  |
|--------------------|--|
| <b>Reflections</b> | <ul style="list-style-type: none"> <li>• Local partners have adapted and responded quickly and appropriately, but this has been challenging.</li> <li>• National and local approaches have not always complimented each other and this has caused some difficulties.</li> <li>• Communication between partners has been strong.</li> </ul> |
|--------------------|--|

|                      |   |
|----------------------|---|
|                      | <ul style="list-style-type: none"> <li>• Communities have mobilised themselves effectively and efficiently to provide local responses.</li> <li>• Negative economic effects will be substantial and have an ongoing impact on the demand for services.</li> <li>• Partnership working both planned and spontaneous has been a positive.</li> <li>• National reporting requirements have been challenging.</li> <li>• Mental health impacts can already be evidenced and will continue long term.</li> <li>• Technology is an important part of the recovery and renewal phases as well as the response.</li> <li>• Digital exclusion remains a real issue.</li> </ul> |
| <b>Looking Ahead</b> | <ul style="list-style-type: none"> <li>• Particular consideration will need to be given to the long-term poverty related impact of the pandemic and the response needed to address the issues from this.</li> <li>• It is important to harness and develop the community contribution and the strong relationships that have been developed.</li> <li>• The financial impact upon partners requires clarification.</li> <li>• We need to consider how services can be delivered differently, including the demand as suspended services are restored and the increased demand from financial and health pressures.</li> </ul>   |

4.2. Key points arising from the feedback received from all partners can be found at Appendix 1.

## 5. Next Steps

5.1. Partners are asked to consider and agree, in light of the information contained in this report and Appendix 1, that the Community Planning Progress Group identify key actions and produce a Partnership Action Plan for movement through the Recovery and Renewal phases of the pandemic. Further responses are expected from VASLan and from Scottish Fire and Rescue Services, and these should be considered as part of this work.

5.2. Partnership actions will be aligned to the COVID-19 pandemic risk and reflected in the Risk Register for implementation and monitoring.

## 6. Employee Implications

6.1. There are no employee implications associated with this report.

## 7. Financial Implications

7.1. There are no financial implications associated with this report.

## 8. Other Implications

8.1. There are no risk or sustainability issues associated with this report.

## 9. Equality Impact Assessment and Consultation Arrangements

9.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**  
**South Lanarkshire Council**

12 June 2020

**Contact for Further Information**

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COVID-19 Pandemic – Experiences and Next Steps

Partner Responses – Key points

Reflections

| Question  | SLC   | NHSL  | SPT   | SFRS                                     | Police Scotland   | HSCP   | VASLan  | SDS                           |
|---|---|---|---|--|---|--|---|-------------------------------|
| How has the response to Covid-19 felt for local partners? | <p>The local resilience and mutual aid structures has stood up to the challenge and both communication and mobilisation of the necessary responses have operated effectively although at times stretched to capacity.</p> <p>This is a different type of incident response given the scale and the longevity and it has required the complete redirection of a large level of partner resource to ensure that the pressure has been taken off critical parts of the public sector (e.g. NHS Acute) and that those affected by lockdown restrictions have been supported appropriately.</p> <p>The pace of change and policy announcements has been difficult to react to and it has felt at times that local partnerships are the recipients of announcements rather than partners in the response and recovery phases.</p> <p>The response has mobilised an enormous amount of capacity at a local level within communities who have stepped up and been at the front face of the support model.</p> <p>National phonedlines for volunteering have however cut across these arrangements unnecessarily leading to a sense of unused volunteer capacity which may impact on the sustainability of such support going forward.</p> <p>The response in terms of duration and range of actions taken by partners to mitigate immediate health, social and economic impacts has been unprecedented. Many medium and longer-term</p> | <p>There has been the need to radically change how we deliver services. We have had to stand down services.</p> <p>The collaboration between local partners has been very good and this is reflected in arenas such as Shielding and Test and Protect.</p> <p>A major challenge for us all has been dealing with a range of Scottish Government directives and enquiries and the focus on Care Homes has reduced our capacity to focus on other aspects of the COVID-19 response.</p> | <p>SPT has been working in close partnership with the Scottish Government and its agency transport to help deliver a safe and viable public transport network for essential workers primarily on the bus and subway network as well as at critical transport hubs and bus stations. This crucially has to balance capacity, demand and the need for social isolation on all forms of public transport. As we move into Phase 2 of Lockdown, service levels across public transport modes are being increased to release safe capacity onto the network to meet the travel needs of essential workers and those re-entering the economy.</p> <p>One specific concern for the public transport industry has been the message around “only use public transport for essential travel” which is of course appropriate during the lockdown but may have the longer term effect of discouraging people from using public transport and instead promoting more unsustainable private car travel. As we emerge into the ‘new normal’ it will be essential to recognise the critical role that public transport will does and will continue to play in achieving our wider goals to tackle emissions, reduce inequalities and support inclusive growth. SPT is, however, encouraged by the publication of the Scottish Government’s Route Plan and Transport Scotland’s Transport Transition Plan which provide a clear framework for emerging from Lockdown while</p> | Information will be available July 2020. | <p>The response has been challenging but it has genuinely felt like partners have pulled together to address some of the challenges. It has undoubtedly increased communication and the use of ICT has helped to reduce the amount of unnecessary travel to meetings with increased confidence in the use of AV based meetings.</p> | <p>The pace was fast – and a lot accomplished in a short space of time – what enabled this to happen and do we want to hold on to.</p> <p>The response has, in the main been overwhelming and a huge effort with a lot achieved in a short space of time. However, and from a health and social care perspective it has been very challenging as much of the support provided has been in dealing with vulnerable and unwell members of communities directly affected by COVID-19.</p> | Information will be available after the Third Sector Forum on 19 June 2020. | Joined up/good communications |

| Question   | SLC  | NHSL  | SPT   | SFRS | Police Scotland | HSCP  | VASLan | SDS   |
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|  | impacts are assumed but are yet to be fully evaluated, COVID-19 will only compound challenges faced by communities in general and further expose existing vulnerabilities.   |   | supporting and sustaining our transport network.  |      |                 |   |        |   |
| What impacts are partners seeing locally as a result of COVID-19, for communities and the local economy? | <p>The impact on the local economy is likely to be devastating and long term depending on sectors. The furlough scheme has reduced the anticipated rise in unemployment and benefits reliance only temporarily and once the scheme comes to an end we will see the full impact of the anticipated recession.</p> <p>Opinions are divided on how quickly the economy will bounce back but earlier predictions of a sharp "V" shaped recover appear overly optimistic at present and there may be large scale structural impacts (such as the Rolls Royce decision to cut 750 jobs in a single plant in Inchinnan). The vast majority of employers in the area will be small to medium sized enterprises and many will not survive the lockdown or may find on resuming their operations that their customer base has eroded or that they are no longer competitive given the restrictions applied to their business.</p> <p>The area has a large proportion of public sector employment and the fragility to the future funding for local government and other public bodies is considerable. The costs of care services are likely to increase substantially and this will apply further pressure to the public purse. Large scale reductions in public sector posts will exacerbate the position created by private industry job losses.</p> <p>The loss of earnings in communities will impact on households experiencing poverty and children living in poverty. The links between poverty and health, education, justice and economic opportunity outcomes</p> | <p>We are anticipating that there will be a very negative impact on our local economy and on inequalities.</p> <p>- We are seeing some excellent examples of community cohesion in terms of willingness to support and volunteer.</p> <p>- We are concerned about the mental health impacts of lockdown on many members of our communities.</p> | <p>As stated above the message on essential travel remains during lockdown. As we approach Phase 2 there will be more call on public transport as the wider economy opens up. SPT has been working with Transport Scotland, local authorities and public transport operators to help ensure public transport services meet essential need and that we emerge from lockdown in a way that reflects growing demand for public transport. We welcome the Scottish Government's commitment to supporting the public transport industry during this time and this is reflected in the support that SPT, with local authority support, has provided to the bus industry to ensure its sustainability. We also welcome the investment by the Scottish Government walking and cycling which will be an important and growing part of the transport mix going forward. In addition, investment in appropriate road reallocation measures is welcome to ensure people can walk and cycle and can access the shops and services they need to safely. This is a positive approach given the damaging physical and mental health impacts for many people in our communities as a result of lockdown.</p> |      |                 | <p>The impact has been significant and will leave us with a huge challenge as we move into a phase of balancing the need to continue to suppress the virus, whilst initiating a progressive recovery. Already we are seeing increased demand for services such as Money Matters as a result of reduced income or rising unemployment.</p> |        | <p>Increasing volumes of redundancies/increased levels of anxiety in YP in particular</p> |

| Question  | SLC  | NHSL  | SPT  | SFRS | Police Scotland | HSCP  | VASLan | SDS  |
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|   | <p>are well established and will present enormous challenges over a lengthy recovery period.</p> <p>Economic support measures introduced by Government such as the furlough scheme and business support grants have helped bridge a gap, the wider issue is whether or not businesses remain viable after these measures are withdrawn. Upset in local employment has domino effect on local economy and other businesses in for example retail and hospitality.</p> <p>Loss of income for councils, businesses and voluntary sector organisations is a concern.</p>   |   |  |      |                 |   |        |  |
| How well are distinctive needs of particular communities being identified and met?        | <p>Needs are readily identified however responding to them given the scale and nature of the challenges is another issue. Partners are currently incurring significant additional costs and loss of income as a result of responding to COVID-19 however at this stage there is no clarity on whether this scale of financial exposure will be covered. The exposure is serious and multi annual and if left unaddressed will potentially contribute to significant reductions in public services to communities and large scale job losses.</p> <p>Temporary economic measures, as noted above, are in place to support employment.</p> <p>Social support measures have been put in place through the Shielding Programme and more generally through the council's Wellbeing Programme supported by local partners.</p> | <p>This has been really challenging as focus has been on the response to COVID-19 and therefore there has been extremely limited capacity to focus on the needs of particular communities.</p> <ul style="list-style-type: none"> <li>- We are concerned about vulnerable communities i.e. the homeless and those who misuse substances.</li> <li>- We are also concerned about the impact on our children, who have not been able to benefit from formal education.</li> </ul> | <p>SPT remains critically aware of the need for essential workers to travel and increasingly the requirement to enable the economies of the area to emerge from lockdown but will only do so in a considered and safe manner – guided by medical advice and supported by the Scottish Government. We recognise that rural communities and people who are isolated, including older people, face particular challenges and that is why we have continued to provide a network of supported bus services during lockdown since these are critical to keeping people connected to essential employment, healthcare, shopping and other public services.</p> |      |                 | <p>Identify any risks for you, your team, your service area over this period of time.</p> <p>Within health and social care, we have had to prioritise services to those who are in most need, for example those with substantial and critical health and wellbeing needs.</p> |        | <p>PACE support for redundant workers/Careers Adviser support to vulnerable pupils/SDS Helpline created, in partnership with LAs to support redundant workers/others impacted by COVID/furlough.</p> |
| What learning can we draw from this experience – e.g. what has worked well and less well? | <p>Many positive examples of planned and spontaneous partnership working across private, public and third sector with Lanarkshire Local Resilience Partnership being a good example.</p>   | <p>The CPP in Lanarkshire have once again demonstrated willingness to work together for the benefit of our communities. What has worked less well is the amount of information that the Scottish Government has sought from local systems.</p>  | <p>SPT has worked closely with our local authority partners, Transport Scotland and transport operators to help deliver essential travel and this partnership working has worked well.</p> <p>Social distancing at key transport hubs has, in the vast</p>   |      |                 | <p>How have you / your teams managed to hold your resilience – if not what did /do you need.</p> <p>The key elements of learning are that we have had to change (very quickly) how we have historically delivered</p>   |        | <p>Working with partners works well/level of non face to face engagement may not provide all necessary support required. Digital exclusion</p>   |

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|   | <p>Further positive is the local voluntary sector knowledge of vulnerable individuals.</p> <p>Negatives include lack of notice or engagement around significant policy decisions by the Scottish Government prior to their public announcement in press briefings and rapid and continuous changes in sectoral guidance. Lack of clarity around funding raises further concern.</p> <p>Starting up a national volunteer helpline generated a large volume of volunteers but this was not connected to local communities and structures.</p> <p>Many positive examples of planned and spontaneous partnership working across private, public and third sector with Lanarkshire Local Resilience Partnership being a good example.</p>                          |   | <p>majority of cases, been well observed although face covering has been intermittent and we welcome the decision to make this mandatory on public transport.</p>  |      |  | <p>services. The increased use of technology and how the workforce has embraced this to deliver services remotely has been a real example of service change that has worked – and within a very short space of time. So, the clear message is that everything should not just revert to normal and the opportunity needs to be taken to continue to look at new ways of delivering services and supports. The way in which local people in communities have come together to work collectively to support and protect their local people has also been exceptional. It is important that this continues as it promotes communities doing for themselves as opposed to being done to.</p> |        | <p>concerns and those with additional support needs</p>   |
| <p>Can you provide any positive and productive examples of local partnership working?</p> | <p>Some examples include:</p> <ul style="list-style-type: none"> <li>• SLLC staff redeployed into NHS roles to support the acute sector;</li> <li>• As above, for care at home services;</li> <li>• Establishment of the Wellbeing Line to make outward bound contacts to the shielded population 2 weeks ahead of the national helpline; and</li> <li>• Local community group response to requests for support from the above line.</li> </ul> <p>Engagement with partners through the Local Resilience Partnership structure.</p> <p>Role performed by voluntary and third sector organisations in supporting communities and emergency responders.</p> <p>Flexibility of partners and individuals to transfer skills and resources to different tasks.</p> | <p>The response to Shielding has illustrated how the NHS, Local Authorities and other members of the partnership have supported each other and supported communities.</p> <p>We have focused on the needs of Care Homes from the early stages and established a multi-agency group to support our care homes.</p> | <p>The establishment of Transport Transition Plan City Region groups has enabled closer partnership working across Transport Scotland, local authorities and Regional Transport Partnerships. The groups have been established to share knowledge on transport planning activity to safely increase capacity across the transport system as lockdown measures are changed.</p> <p>In addition, the Spaces for People fund has enabled the re-allocation of road space from car to walking and cycling and to ensure safe social distancing can be maintained near shops and other hubs. SPT has been working closely with its partner Local Authorities as they take forward their bids and roll out their projects.</p> |      | <p>A strong example of the partnership working was around the approach to the restrictions around businesses and the general public. Lanarkshire Division were the first to develop the joint protocol with Environmental Services and Trading Standards, which has now been adopted nationally, to respond collaboratively to demand from the public around business premises, clearly defining responsibilities between police / partners to spread demand.</p> <p>Additionally, the work of the Drug Death Prevention Group has been positive, and it increased meeting</p> | <p>There are positives and shortfalls in remote working – discuss.</p> <p>A number of examples of supports established very quickly through partnership has been:</p> <ul style="list-style-type: none"> <li>• Remote consultations with service users and patients;</li> <li>• Establishing a Personal Protective Equipment Hub in a short space of time to support workers, unpaid carers and personal assistants to continue to deliver services;</li> <li>• Staff continuing to work, but within much different roles than their normal day jobs to support the effort; and</li> <li>• The establishment of a COVID-19 Assessment Hub in a</li> </ul>                                |        | <p>PACE, Helpline, good virtual working relationships with Education Dept/ Schools and Colleges</p> |

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|          |     |      |     |      | <p>frequencies and public health surveillance given concerns about increased drug related deaths and/or other criminal behaviour in the new landscape. This informed significant activity including engagement with the 144 pharmacies across Lanarkshire, offering advice on personal safety, supported by increased policing presence. This group drew on an already established 'lived experience' group to inform the needs and wants of this particular community.</p> <p>Police in Lanarkshire regularly engage with elected members, leaders of the councils and the Chief Executives across Lanarkshire. However, as part of the response they scheduled fortnightly informal meetings, to "catch up" and discuss any emerging issues. This has been a real success, helping to share information and building on already strong relationships. This will be reduced from fortnightly to four-weekly but it will be sustained going forward.</p> | <p>very short space of time.</p> <p>The attached links below give some further and useful examples of the work done on this agenda</p> <p><a href="https://www.slhscp.org.uk/info/11/valand039s_blog">https://www.slhscp.org.uk/info/11/valand039s_blog</a></p> <p><a href="https://www.slhscp.org.uk/downloads/file/224/vals_blog_spring_2020">https://www.slhscp.org.uk/downloads/file/224/vals_blog_spring_2020</a></p> <p><a href="https://www.slhscp.org.uk/news/article/130/commitment_that_would_move_mountain">https://www.slhscp.org.uk/news/article/130/commitment_that_would_move_mountain</a></p> |        |     |

## Looking ahead

| Question  | SLC  | NHSL  | SPT  | SFRS                                     | Police Scotland | HSCP   | VASLan   | SDS   |
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| What does learning from recent experience tell us about what needs to be done (or not done) next? | <ul style="list-style-type: none"> <li>Accelerate the modernisation of care models to move away from traditional residential and nursing care homes towards progressive care living units;</li> <li>Change to acute admission protocols (if we can minimise acute admissions during COVID then we can do it in a steady state);</li> <li>We need a focus on business renewal and growth; and</li> <li>We need a focus local supply chains and domestic procurement.</li> </ul> <p>Need to build on the strengths demonstrated by communities and individuals during this crisis to establish community resilience.</p> | There needs to be a much more focused strategic approach to addressing COVID-19, for example, we have repeatedly asked for an overall testing strategy and still await this. There is a real need for an overarching strategy and plan to take this through the next 18 months. | While partnership across agencies on transport has been a strong feature of the Covid-19 response, given the longer term challenges around recovery and the wider outcomes already mentioned around tackling emissions, reducing inequality and promoting inclusive growth, partnership working will need to be further enhanced. SPT will seek to maximise the strategic opportunities emerging from the crisis, including in relation to bus partnerships, active travel, and reducing | Information will be available July 2020. |                 | <p>We need to harness the contribution that communities have made to supporting their local people and embrace the innovation in service delivery that has taken place, for example the use of technology to provide services to the public remotely. Not to mention the positive impact this has on the climate change agenda.</p> <p>As this was a new virus, we also need to bank the lesson learned from this and apply the elements that have worked well, should</p> | Information will be provided after the Third Sector Forum on 19 June 2020. | Need improved partner relationships with all employability partners, particularly when we are looking into significant youth and adult redundancies |

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|  | <p>Scottish Government needs to be more attuned and responsive to the needs of local communities tailoring bespoke solutions.</p>   |  | <p>and managing the demand for travel. Focusing on the bus market, the long term effects of the crisis remains to be seen, but any recovery is likely to prove challenging without a fundamental shift in and renewed focus on partnership working, potentially through the various provisions afforded by the Transport (Scotland) Act 2019.</p>   |  |  | <p>something of this nature occur again.</p>  |  |
| <p>As we plan for recovery and renewal, what strengths and opportunities can we draw upon? How do we capture and build on recent momentum?</p> | <p>As individual organisations, as well as partnerships, we have good, well thought through plans in place to meet our objectives. Although these will need to be reviewed/reset they will still provide a good baseline to work forward from.</p> <p>These plans are backed up with good collaborative working arrangements that are in place across our partnerships. Inter-agency working and communication has been a key strength. The well established relationships and structures that we have in place at a local level have been vital in managing aspects of our response to the issues faced and this will carry through now into the recovery phase.</p> <p>Having had to either stand down or reduce some service provision due to factors such as physical distancing and also to enable us to focus on delivery of priority, and sometimes new, services we now have the opportunity to assess if and how we stand these back up again.</p> <p>When developing our recovery plans we will need to consider how we might look to deliver services differently to meet the needs of our communities and residents whilst at the same time delivering efficiencies for ourselves and partner organisations.</p> <p>Willingness and initiative of individuals to help their communities. That willingness and initiative needs to be recognised.</p> <p>Communities need to be consulted on what they are prepared to do in the</p> | <p>Effectively, we can continue to build upon the effective relationships that we have within the Community Planning Partnership. The challenge for us all will be to restart all our services and to meet the demand that has been created by suspending services, as well as, the normal day to day demands.</p> | <p>As lockdown eases, attention is now turning to the long-term impacts of the crisis and how to address them. The economy (and the scale of any predicted recession and job losses), the climate emergency, and heightened social inequality are some of the key matters of concern, and issues such as increased working from home, increased active travel, reduced use of public transport, more internet shopping, more cashless transactions, and many others are all gaining an increased focus of attention. Not least, the public transport industry must try and rebuild following a period where advice has been to avoid using its services and private car use seems certain to rise.</p> <p>As a regional local authority partnership whose Board comprises elected members across the west of Scotland and given its remit to prepare and take forward a statutory Regional Transport Strategy, SPT is well placed to reflect the regional and local transport priorities going forward. We are currently preparing a new Regional Transport Strategy and this comes at a good time following on from the passing of the Transport (Scotland) Act 2019 and the publication</p> |  |  | <p>As above, embrace the use of technology, continue to recognize the value, contribution and flexibility of our workforce and promote the role that local citizens can play in supporting their own communities.</p> | <p>Some positive lessons to be learned from online delivery/working from home, especially for partnership meetings—more frequent and focused</p> |

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|   | future and what if any resource they require to achieve that.   |   | this year of the National Transport Strategy and current work to prepare a refreshed Strategic Transport Projects Review (STPR2). We are working closely with our partner local authorities to ensure that their transport priorities and the outcomes of their Local Outcome Plans are met, including challenges arising from COVID-19.  |  |  |   |  |
| Where are the key local challenges and sticking points? How are local partners trying to address these? | <p>A number of our local challenges stemmed from a lack of notice or engagement around policy announcements that required a local authority or LRP response. Having to mobilise a response from a standing start has been challenging.</p> <p>In some cases the continuous changes in policy decisions around initiatives like business grants eligibility could have been avoided with some prior, albeit short engagement, with local authority teams. This would have assisted in reducing wasted time/effort.</p> <p>We also had instances where decisions were being made by agencies without understanding the full impact of these on other agencies e.g. NHS securing hotel accommodation as a contingency for key workers adversely affected the Councils ability to secure accommodation to help meet increasing homelessness demands. This challenge was increased further through the acceleration of the Unsuitable Accommodation implementation date.</p> <p>Access to key resources such as PPE and the lack of clarity around its use led to significant confusion and unnecessary employee relations issues. Announcements on PPE and application to other sectors (unpaid carers, P.A.'s etc) before confirmation that sufficient wholesale supplies were available created unnecessary tensions in the system.</p> <p>As noted above though we have good collaborative working arrangements and structures in place across our partnerships and our inter-agency</p> | We are extremely concerned about the impact of winter on our ability to deliver services, particularly as we are having to reduce the capacity of estate as we introduce physical safe guarding measures. We are obviously very concerned about finance and our ability to fund services. | A major challenge will be to ensure sustained funding for local bus services both those provided by commercial bus operators and those services supported by SPT with local authority funding. SPT is working very closely with Transport Scotland, and our Local Authority partners to ensure a sustainable way forward that maintains and improves local bus services which are essential for the economic, environmental and social wellbeing of our communities including through the developing programmes, strategy and legislation mentioned above. Community Planning Partnerships will be a key part of the response to the challenges we face and to shaping our future response. |  |  | The biggest issue will be how we recover from this in a financial context as this will have consequences for developmental and modernisation agendas in the future. | Training infrastructure under pressure now and going forward, particularly in areas where challenging to deliver remotely and in particular for YP leaving school and college. Lack of opportunities for young people in particular and those ASN YP |

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|  | <p>working and communication is strong. This assisted in solutions being developed for the challenges we faced locally although this wasn't without an element of some wasted time and effort in many cases.</p> <p>Challenge has been volume of need and scale of response.</p> <p>Being addressed through shared awareness and resource.</p> <p>Impact on Education and employment opportunities are significant.</p>   |  |  |  |  |  |  |  |
| <p>What else would help to get over these (including action by the Scottish Government – policy specific and/or relationship-based (e.g. via National Islands Plan, Local Governance Review))?</p> | <ul style="list-style-type: none"> <li>Note the three freedoms in the LGR;</li> <li>Real partnership working where policy is jointly developed, costed and implemented; and</li> <li>Principle of subsidiarity.</li> </ul>  | <p>We need a sustained PH focus on intervention and prevention of the spread of this virus. If we seek to control, contain and minimize the impact of the virus on our communities then it will enable us to stand up services more quickly. Effectively we need to seek out this virus and destroy it. We require significant support from Scottish Government both financially and in terms of policy to enable us to achieve this aspiration.</p> | <p>As per above, it will be essential to maximise partnership working with the Scottish Government, Transport Scotland, Local Authorities, Community Planning Partners, transport operators and local communities to develop and roll out effective Local, Regional and National transport strategies. These should reflect the specific challenges emerging from COVID-19 but recognise that there is a strong policy framework on which to build. As noted, we must continue to focus on our ambitious national, regional and local goals to tackle emissions, reduce inequality and promote inclusive growth.</p> |  |  | <p>Affordability.</p> <p>There is probably no quick fix, but the critical part of this is working with the Scottish Government to agree the big public messages regarding and choices regarding what we want our public services to look like and provide in the future. This will help to secure public buy-in which sees fewer things done better, rather than everything being spread thinly.</p> |  | <p>Galvanise national and local partners to focus on evidenced based economic recovery and joined up responses</p> |
| <p>What broader lessons, if any, are there for future public service delivery and community empowerment?</p>   | <p>The reaction of community and voluntary organisations to the pandemic and their willingness to provide a leadership role, engaging with the council to assist support for local residents, especially the vulnerable, has been a positive.</p> <p>There have been many strong relationships developed through this joint work, and these will help further partnership activity during the recovery period and indeed beyond.</p> <p>Going forward we will continue to provide capacity building support to local networks, including helping them with longer-term planning and</p> | <p>We need to embrace the innovative approaches to delivery of care that have been introduced as a result of COVID-19. A substantial element of this will be driven by technology however, we cannot lose sight of the fact there will be some people in our communities who will require personal contact and support. We will also rely on communities adhering to social distancing measures.</p>   | <p>While it has obviously been necessary in tackling the pandemic to take decisive national action to protect our communities, moving forward the importance of community empowerment, strong engagement with local communities and partnership working will become more important than ever. This will be all the more important given the likely severe financial, socio-economic health, and community wellbeing challenges we will face. To tackle these challenges it will be essential both to understand the needs of</p>   |  |  | <p>Need for almost complete redesign in different financial envelope.</p> <p>Much of this has been touched on above. The key issue here is recognizing what the formal partners need to do vis a vis what communities can do for themselves.</p>   |  | <p>N/A</p>   |

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|  | <p>participation outwith the pandemic response.</p> <p>Over the past three months we've all had to embrace the use of technology more e.g. the use of digital platforms for meetings/communication and we will look to explore new ways to engage with communities – how to make effective (but not exclusive) use of online methods to encourage dialogue.</p>  |  | <p>and engage with local communities in taking forward solutions that reflect their needs and priorities.</p>  |  |  |  |   |
| <p>What would partners see as a good result for their communities, economy and environment – and in what timescales?</p> | <p>A return to a “new normal” in a short a timeframe as possible which will be dependent on how lockdown rules are lifted and the availability of finances to support this.</p> <p>Going forward we will need to continue to assess the impact of the effect of the pandemic both in terms of health and the economy and what this means for all of our residents, communities and businesses. Contact/conversations will be needed to determine what assistance can be provided by partners to mitigate/address these impacts.</p> <p>Particular consideration will need to be given to the long-term poverty related impact of the pandemic and the response needed to address the issues from this.</p> <p>Good result would be early end to the pandemic and access to sufficient funds to preserve employment and create new opportunities in local communities through an interest in locally sourced goods and services, an enhanced ability and appetite to work from home utilising IT. Development/enhanced resilience in local IT infrastructure, incentives to invest in new technologies.</p> | <p>Not only do we need to get back to where we were pre-COVID-19, we need further action to address inequalities which will worsen as a result of COVID-19. Many of the powers needed to achieve these measures reside within Scottish Government.</p> | <p>Ultimately, SPT, working closely with all constituent councils, is committed to achieving a more integrated, accessible, environmentally sustainable and responsive transport network that supports the economy, health and wellbeing of our communities. This will require significant commitment both in terms of funding and close partnership working. As noted SPT is working with its local authority partners, Transport Scotland and other stakeholders on the preparation of a new Regional Transport Strategy and this will set the vision and outcomes for sustainable transport over the next ten to fifteen years. However, support for the transport network to support its recovery from COVID-19 will need to be sustained over several years to ensure we remain on track to meet our national, regional and local goals for emission reduction, tackling poverty and supporting inclusive growth.</p> |  | <p>The work of the LRP is great however it might benefit from more routine testing and exercising as an LRP. Having worked across a number of parts of Scotland, some of the strongest LRPs are ones which have sites which naturally draw them together i.e. national infrastructure, COMAH sites etc. This means they fall into natural patterns which will have supported them better during the crisis. There would be benefit in building the strengths.</p> <p>I would like to see these partnership strengths utilised to improve outcomes for communities going forward, ensuring we</p> | <p>Comms – how do we bring the politician and public along with us in next steps.</p> <p>As above.</p> | <p>Rejuvenation of sectors important for SL— construction/tourism/ Hospitality —within 1 year</p> |

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|  |  |  |  |  | are able to respond more efficiently and recover more effectively. |  |  |  |
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# Report

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| Report to:       | <b>Partnership Board</b>  |
| Date of Meeting: | <b>1 July 2020</b>  |
| Report by:       | <b>Executive Director (Finance and Corporate Resources)<br/>South Lanarkshire Council</b> |

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| Subject: | <b>Community Planning Budget and Expenditure<br/>(to 15 May 2020 – Period 2)</b> |
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Partnership Board with an update on the Community Planning Partnership Budget and Expenditure as at 31 March 2020 (Period 14, 2019-20 budget) and as at 15 May 2020 (Period 2, 2020-21 budget); and
- ◆ provide details on the proposed 2020-21 Community Planning Partnership budget.

## 2. Recommendation(s)

2.1. The Partnership Board is asked to approve the following recommendations:-

- (1) that the content of the report be noted; and
- (2) that the proposed budget outlined at Appendix 2, of the report, be approved.

## 3. Background

3.1. Details of the South Lanarkshire Community Planning Partnership Budget and Expenditure are reported to every Partnership Board meeting. This provides Partners with an opportunity to seek clarification on the budget and sums spent during the relevant period.

## 4. Budget and Expenditure

4.1. The total expenditure at the end of Period 14 (2019-20) is £74,190.62. Appendix 1 provides a breakdown of the expenditure to date. Costs since those last reported at period 9 relate to: I.T. charges; the recharge by the council of the agreed percentage of the Community Planning and Governance Advisers salary; the CPP event; the Lived Experience Fund payments; and premises for the Community Engagement Strategy consultation events. This would leave an anticipated closing balance of £19,533 as at 15 May 2020.

4.2. There is no expenditure at the end of Period 2 (2020-21). Appendix 2 provides a breakdown of the expenditure to date and the projected breakdown of the proposed expenditure for 2020-21.

4.3. The total available budget for 2020-21 is £67,883.

## 5. Income and Expenditure during 2020-21

5.1. There has been no specific spend up to this period.

- 5.2. Spending categories have been updated and anticipated spend includes the continuation of the Lived Experience fund awards and the Community Planning Officer post.
- 5.3. A further update will be provided at the next meeting of the Partnership Board on 9 September 2020.
- 6. Employee Implications**
  - 6.1. There are no employee implications associated with this report.
- 7. Financial Implications**
  - 7.1. There are no financial implications associated with this report.
- 8. Other Implications**
  - 8.1. There are no risk or sustainability issues associated with this report.
- 9. Equality Impact Assessment and Consultation Arrangements**
  - 9.1. There are no Equality Impact Assessment or Consultation implications associated with this report.

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**  
**South Lanarkshire Council**

12 June 2020

**Contact for Further Information:**

If you would like further information, please contact:-

Rhonda Leith, Community Engagement Manager, South Lanarkshire Council  
Tel: 01698 455783  
Email: [rhonda.leith@southlanarkshire.gov.uk](mailto:rhonda.leith@southlanarkshire.gov.uk)

| <b>Community Planning Budget 2019-20</b>                             |  |                             |                    |
|--|--|-----------------------------|--------------------|
| <b><u>Opening Balance April 2019</u></b>                             |  |                             |                    |
|  |  | <b>£45,374</b>              |                    |
| <b><u>Income</u></b>   |  |                             |                    |
| <b>Partner Contribution</b>  |  | <b>£</b>                    | <b>£</b>           |
| NHS Lanarkshire  |  | 18,350                      | 18,350             |
| South Lanarkshire Council  |  | 22,000                      | 22,000             |
| Police Scotland  |  | 5,000                       | 5,000              |
| Fire Scotland  |  | 3,000                       | 3,000              |
| <b>Total Income</b>  |  | <b>48,350</b>               | <b>48,350</b>      |
| <b>Total available funding</b>                                       |  | <b>93,724</b>               | <b>93,724</b>      |
| <b><u>Expenditure at Period 14 (31 March 2020)</u></b>               |  |                             |                    |
|  |  | <b>Proposed Expenditure</b> | <b>Expenditure</b> |
| Neighbourhood Planning   |  | 30,000                      | 30,000.00          |
| Community Plan Delivery  |  | 45,500                      | 33,600.00          |
| Printing/Stationery/Advertising/General                              |  | 1,800                       | 1,552.93           |
| Reports, Strategies and Plans  |  | 1,500                       | 1,382.59           |
| Training and Development   |  | 5,000                       | 42.15              |
| Lived Experience Fund  |  | 5,000                       | 4,437.20           |
| Travel   |  | 424                         | 0.00               |
| Community Planning Events  |  | 4,500                       | 3,175.75           |
| <b>Total Expenditure</b>   |  | <b>£93,724</b>              | <b>£74,190.62</b>  |
| <b><u>Anticipated Closing Balance Carried Forward March 2020</u></b> |  |                             |                    |
|  |  | <b>£19,533</b>              |                    |

| <b>Community Planning Budget 2020-21<br/>(based on projected outturn)</b> |  |                                 |                       |
|---|--|---------------------------------|-----------------------|
| <b>Opening Balance April 2020</b>   |  |                                 | <b>£19,533</b>        |
|   |  |                                 |                       |
| <b>Income (invoices to be raised July 2020)</b>                           |  |                                 |                       |
| <b>Partner Contributions</b>  |  | <b>Budget</b>                   | <b>Actual to Date</b> |
| NHS Lanarkshire   |  | 18,350                          | 18,350                |
| South Lanarkshire Council   |  | 22,000                          | 22,000                |
| Police Scotland   |  | 5,000                           | 5,000                 |
| Fire Scotland   |  | 3,000                           | 3,000                 |
| <b>Total Income</b>   |  | <b>£48,350</b>                  | <b>£48,350</b>        |
| <b>Total available funding</b>  |  | <b>£67,883</b>                  | <b>£67,883</b>        |
|   |  |                                 |                       |
|   |  | <b>£</b>                        | <b>£</b>              |
| <b>Proposed Expenditure 2020-21</b>                                       |  | <b>Proposed<br/>Expenditure</b> | <b>Expenditure</b>    |
| Community Plan Delivery   |  | 57,300                          | 0.00                  |
| Printing/Stationery/Advertising/General                                   |  | 1,800                           | 0.00                  |
| Reports, Strategies and Plans   |  | 1,500                           | 0.00                  |
| Lived Experience Fund   |  | 5,000                           | 0.00                  |
| Travel  |  | 283                             | 0.00                  |
| Community Planning Events   |  | 2,000                           | 0.00                  |
| <b>Total Expenditure</b>  |  | <b>£67,883</b>                  | <b>£0.00</b>          |

# Report

8

|                  |   |
|------------------|---|
| Report to:       | <b>Partnership Board</b>  |
| Date of Meeting: | <b>1 July 2020</b>  |
| Report by:       | <b>Executive Director (Finance and Corporate Resources)<br/>South Lanarkshire Council</b> |

|          |   |
|----------|---|
| Subject: | <b>Update on Community Planning Work and the Impact of COVID-19</b> |
|----------|---|

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Update the Partnership Board on the progress of Community Planning work and the impact of the COVID-19 situation; and
- ◆ Provide an update on the Risk Register.

## 2. Recommendation(s)

2.1. The Partnership Board is asked to approve the following recommendation:-

- (1) that the progress of work and the impact of the pandemic response upon this be noted; and
- (2) to note the Risk Register update and that the Progress Group be tasked in completing the draft COVID-19 Risk Card.

## 3. Background

3.1. During March 2020, partners were impacted by the COVID-19 pandemic and the resulting requirement to amend governance arrangements and normal business operations in response to unprecedented circumstances. There has been significant disruption to 'business as usual' impacting on both established service delivery and pre-existing governance arrangements.

3.2. The purpose of this report is to provide an overview of the COVID-19 Community Response work which has been facilitated by the Community Planning and Community Engagement Teams; and to set out the key areas of work that the Community Planning Partnership (CPP) were progressing before the COVID-19 pandemic and how these have been impacted.

## 4. COVID-19 Pandemic Community Response

4.1. The pandemic and the corresponding lockdown has meant that the work of the Community Engagement Team has been redirected towards supporting the capacity of community and third sector partnerships and linking in those needing assistance from the wellbeing helpline with the help available in their community. For the first three months of the financial year, the team's work has been entirely focused on this.

- 4.2. There have been many benefits from this work, in developing stronger links with community groups, increasing the numbers of volunteers within the area, and creating locality partnerships and networks where organisations are working together to address local need. Communities have mobilised themselves to take action to address the needs within them and the response to the pandemic has highlighted the many strengths and assets within the third and community sector.
- 4.3. Locality coordination networks have been established in each of the four South Lanarkshire areas: Clydesdale; Cambuslang/Rutherglen; East Kilbride and Hamilton/Blantyre/Larkhall. These networks comprise local authority community development staff, staff from our Third Sector Interface VASLan, and a range of local voluntary and community sector organisations. The make-up of each partnership differs according to the locality, but include food banks, CABs, Community Anchor Organisations and other groups such as churches and other voluntary organisations. These partnerships are also supported in delivery by smaller neighbourhood partnerships involving organisations and groups which work within smaller communities or towns within South Lanarkshire. This has helped to make sure people's needs are met holistically, including appropriate employment and income maximisation advice and support with other areas of life such as mental wellbeing and feeling connected.
- 4.4. In the early stages of the COVID-19 pandemic, the Scottish Government established a number of funds for the third sector and local community organisations to help mitigate the effects of the pandemic on local communities and key voluntary sector organisations. During the first round of funding applications, **£1,129,250** was secured by organisations within South Lanarkshire. Further applications have been made to later rounds.
- 4.5. Where new organisations have developed informally to support their local community, we are beginning to see a desire to create structures which will allow sustainability and develop good governance. Working with VASLan and Community Engagement staff, groups are becoming constituted and making applications to register as charitable organisations. In addition, many of the existing third sector organisations have considerably adapted the ways in which they are delivering services in order to meet the changing needs of their communities.
- 5. CPP Self-Assessment/Best Value Assurance Review**
- 5.1. The Community Planning Structure Review Group have developed a SWOT analysis; produced an evaluation template to appraise the options; and completed an initial options appraisal. Work has also been undertaken to understand how other CPP's work with Health and Social Care Partnerships at a locality level. Further meetings have been arranged with a view to reporting to the Board at the next meeting on 9 September 2020.
- 6. Community Plan Quarter 4 Report and Annual Improvement Outcomes Report 2019-20**
- 6.1. Work to report on the progress made at Quarter 4 against the Community Plan and the Partnership Improvement Plans and to develop the 2019-20 Annual Outcomes Improvement Report started early June 2020. This work is still on target to be reported to the Board on 9 September 2020.
- 7. Local Child Poverty Action Plan Report (LCPAR)**
- 7.1. The Lead Officer's Group met on 12 June 2020 to recommence work on the 2020-21 LCPAR. Writing groups are in place and a final draft is on target for completion late August 2020, with reporting to the Board on 21 October 2020.

## **8. Engagement Strategy**

- 8.1. Consultation work on the new Engagement Strategy was completed shortly prior to the pandemic resulting in a temporary refocus of work. Writing and design work has restarted and a final draft is expected to be reported to the Board for approval on 9 September 2020.

## **9. Neighbourhood Planning**

- 9.1. Although it is not possible to meet face to face with communities at present, progress on new neighbourhood plans has continued virtually with stakeholders. Cambuslang East and Burnhill plans are in the final stages of being agreed with stakeholders and a Fairhill plan is only slightly behind, being in its design phase. These will be reported to the Board in due course.
- 9.2. Contact has been maintained with stakeholders in the existing phase one neighbourhood planning areas. Funding has been secured in all three areas through the Scottish Government's Supporting Communities Fund by third sector community anchor organisations, which will help to support the resilience in the areas and continue to build upon the ambitions of the plans and the capacity of the communities.

## **10. Community Plan and Partnership Improvement Plans**

- 10.1. One of the recommendations from the council's Best Value Assurance Review was for the Council Plan, Connect and the Community Plan to be better aligned. The Board had agreed to re-open the plan for an update on neighbourhood planning activity, the Rapid Rehousing Transition Plan and to review the language used. The Board may wish to consider whether there is now an opportunity to carry out a wider review of the Community Plan to ensure it meets current needs and reflects the aspirations of South Lanarkshire communities.
- 10.2. Due to the current review of community planning arrangements, the Board agreed that all Partnership Improvement Plans (PIPs) would be extended for the period of one year, however that the new Economic Development Strategy and the Children's Services Plan would become the PIP for the reporting year 2020-21. In light of the COVID-19 pandemic, the Scottish Government issued further guidance revising the timescales for the new Children's Service Plan which is now April 2021. It has therefore been agreed that the partnership extends the current Children's Service Plan (CSP) 2017-20 for a further year, with an amended set of actions and measures. The third theme of the plan will now refocus on children and young people in need of care and protection and will include improvements highlighted from the recent joint inspection of services for children in need of care and protection.
- 10.3. An updated Economic Strategy has been developed by the SEGB partners and a draft presented to the Board on 9 March 2020. The actions in the strategy are focused on generating further sustainable and inclusive economic growth, building on the success of the partners in delivering the priorities in the prior economic strategy - Promoting Growth and Prosperity, launched in 2013. However, the COVID-19 pandemic and associated lockdown has required a significant review of our priorities and partner actions to refocus on rebuilding an economy weakened by the global health crisis and economic impact. The economic response will require to be framed around three phases: Phase 1: Response - assist the management of Government backed support, aimed at keeping businesses ready for the economy to reopen; Phase 2: Recovery - in phases, still subject also to drive towards zero carbon, seek to focus investment for economic growth in local and export markets and Phase 3: Renewal - resilience in communities and in business, sustainability, productivity, investment aligned to zero

carbon ambitions, “community wealth building” - i.e. local supply chain and procurement.

- 10.4. An Economic Restart and Recovery Strategy will be developed, framed around the themes: People, Place and Business developed alongside the ongoing UK and Scottish Government efforts to sustain businesses and employment. This will be shaped by the roles of national governments, the national enterprise agencies (Scottish Enterprise) and the Glasgow City Region recovery plan and how this would be delivered at a Lanarkshire level. It is essential that these plans and interventions include private sector input to reflect the needs of business sector and market.

## **11. Recruitment**

- 11.1. Interviews for the CPP Community Development Officer post are scheduled to take place online on 22 June 2020.

## **12. Risk Management**

- 12.1. The Community Planning Partnership Risk Register and Control Plan was approved by the Board at the meeting in February 2020. It was agreed that the Risk Register and Control Plan should be a standard Agenda item and that the Control Plan be updated to include the lead officer and a status update. These changes have been made and the documents are attached at Appendix 1.

- 12.2. It was also agreed that ‘Coronavirus’ be added to the Register and an initial draft Risk card is attached at Appendix 2. It is proposed that the Progress Group are tasked with finalising the risk card and developing the actions for review by the Board at the meeting in September 2020.

- 12.3. The CPP will monitor the cumulative impacts of concurrent risks such as Brexit, pandemics, etc. throughout the year.

## **13. Employee Implications**

- 13.1. There are no employee implications associated with this report.

## **14. Financial Implications**

- 14.1. There are no financial implications associated with this report.

## **15. Other Implications**

- 15.1. There are no risk or sustainability issues associated with this report.

## **16. Equality Impact Assessment and Consultation Arrangements**

- 16.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**South Lanarkshire Council**

12 June 2020

## **Contact for Further Information**

If you would like further information, please contact:-

Rhonda Leith, Community Engagement Manager, South Lanarkshire Council

Tel: 01698 455783

Email: [rhonda.leith@southlanarkshire.gov.uk](mailto:rhonda.leith@southlanarkshire.gov.uk)

## Community Planning Partnership Risk Register

## Summary Table

| <b>Key risk</b>   | <b>Inherent risk score</b> | <b>Residual risk score</b> |
|---|----------------------------|----------------------------|
| Failure to achieve outcomes of the Community Plan 2017-2027   | 9                          | 7                          |
| Ineffective engagement with communities   | 9                          | 7                          |
| Differing Partner priorities  | 9                          | 6                          |
| Lack of data/information sharing among Partners   | 7                          | 6                          |
| The UK leaving the EU could adversely impact on partner organisations delivery of the Community Plan and those who depend on the services provided. | 7                          | 4                          |
| Failure to meet sustainable development principles  | 7                          | 3                          |
| Failure to have appropriate structures in place to deliver the outcomes of the Community Plan and Neighbourhood Plans efficiently and effectively   | 7                          | 2                          |

## Community Planning Partnership Risk Register

|                          |  |   |   |                             |   |
|--------------------------|--|---|---|-----------------------------|---|
| <b>Risk Number</b>       |  | CPP/2018/001  |   |                             |   |
| <b>Key Risk:</b>         |  | Failure to achieve the outcomes of the Community Plan 2017-2027   |   |                             |   |
| <b>Risk description</b>  | <b>Root cause</b>  | The partnership fails to achieve the Community Planning outcomes as expressed in the Community Plan   |   |                             |   |
|                          | <b>Trigger</b>   | Due to: <ul style="list-style-type: none"> <li>• Partners financial and budgetary pressures and constraints</li> <li>• Partners ineffective co-ordination of resources</li> <li>• Increased service demand/expectations from individuals and communities</li> <li>• Lack of joined up working between partners</li> <li>• Lack of a clear and evidence-based understanding of local needs, circumstances and opportunities</li> </ul> |   |                             |   |
|                          | <b>Impact</b>  | This could lead to: <ul style="list-style-type: none"> <li>• Reputational and credibility damage to the partners</li> <li>• Impact on individuals and communities as outcomes (poverty and equality) not realised</li> <li>• Political impacts</li> <li>• Unsuccessful future partnership working</li> <li>• Failure of the partnership to meet the requirements of the Community Empowerment Act</li> </ul>                          |   |                             |   |
| <b>Classification</b>    |  | Planning and implementing priorities and actions  |   |                             |   |
| <b>Inherent impact:</b>  | 3  | <b>Inherent likelihood:</b>   | 3 | <b>Inherent risk score:</b> | 9 |
| <b>Control Measures:</b> |  |   |   |                             |   |
| 1                        | Early intervention/prevention approaches                                 |   |   |                             |   |
| 2                        | The Partners have signed up to the Community Plan 2017-2027              |   |   |                             |   |
| 3                        | Partnership Improvement Plans at thematic levels                         |   |   |                             |   |
| 4                        | Individual partner targets, monitoring and reporting                     |   |   |                             |   |
| 5                        | Performance management reporting process                                 |   |   |                             |   |
| 6                        | Consultation mechanisms  |   |   |                             |   |
| 7                        | Management of expectations, e.g. public information                      |   |   |                             |   |
| 8                        | Decommissioning  |   |   |                             |   |
| 9                        | Community Planning Partnership budget                                    |   |   |                             |   |
| 10                       | Annual performance reporting (published report)                          |   |   |                             |   |
| 11                       | Strategic needs analysis   |   |   |                             |   |
| 12                       | Scrutiny at Thematic Board/CPP Board level                               |   |   |                             |   |
| 13                       | Use of IMPROVe to track performance (interventions and statistical)      |   |   |                             |   |
| 14                       | Joint Problem Solving Groups - Community Safety Partnership              |   |   |                             |   |
| 15                       | Community Planning Progress Group  |   |   |                             |   |
| 16                       | CPP maximise use of community assets                                     |   |   |                             |   |
| 17                       | Community Planning Conference  |   |   |                             |   |
| 18                       | Dedicated temporary Partnership Community Officer post agreed            |   |   |                             |   |
| 19                       | Community Plan actions mapped to National Performance Framework Outcomes |   |   |                             |   |
| <b>Assessment:</b>       |  | Poor/Adequate/Good  |   |                             |   |
| <b>Treatment</b>         |  | Transfer/Reject/Accept/Mitigate   |   |                             |   |
| <b>Residual impact:</b>  | 3  | <b>Residual likelihood:</b>   | 2 | <b>Residual risk score:</b> | 7 |

|                          |   |  |   |                             |   |
|--------------------------|---|--|---|-----------------------------|---|
| <b>Risk Number</b>       |   | CPP/2018/002   |   |                             |   |
| <b>Key Risk:</b>         |   | Ineffective engagement with communities  |   |                             |   |
| <b>Risk description</b>  | <b>Root cause</b>                                       | The CPP fail to engage effectively with communities (as required in the Community Empowerment Act) in the planning, design and delivery of improved outcomes and inequalities  |   |                             |   |
|                          | <b>Trigger</b>  | As the CPP does not have the appropriate structures, resources and processes in place to enable full and active participation with communities.  |   |                             |   |
|                          | <b>Impact</b>   | This could: <ul style="list-style-type: none"> <li>• Affect the ability of the CPP to deliver outcomes in the Community Plan</li> <li>• Harm the reputation of the partners</li> <li>• Attract political involvement</li> <li>• Lead to the CPP failing to meet legislative requirements of the Community Empowerment Act</li> </ul> |   |                             |   |
| <b>Classification</b>    |   | Community participation  |   |                             |   |
| <b>Inherent impact:</b>  | 3   | <b>Inherent likelihood:</b>  | 3 | <b>Inherent risk score:</b> | 9 |
| <b>Control Measures:</b> |   |  |   |                             |   |
| 1                        | Community Engagement Framework                          |  |   |                             |   |
| 2                        | Partnership Community Engagement Co-Ordination Group    |  |   |                             |   |
| 3                        | Community Planning Progress Group                       |  |   |                             |   |
| 4                        | Participation requests                                  |  |   |                             |   |
| 5                        | Neighbourhood planning approach                         |  |   |                             |   |
| 6                        | Improved engagement with elected members, local MP/MSPs |  |   |                             |   |
| 7                        | Participatory Budgeting activity                        |  |   |                             |   |
| 8                        | The CPP maximises the use of community assets           |  |   |                             |   |
| 9                        | Community Planning Partnership Website                  |  |   |                             |   |
| 10                       | Community Planning Conference                           |  |   |                             |   |
| 11                       | Community Planning engagement activity                  |  |   |                             |   |
| <b>Assessment:</b>       |   | <del>Poor/Adequate/Good</del>  |   |                             |   |
| <b>Treatment</b>         |   | <del>Transfer/Reject/Accept/Mitigate</del>   |   |                             |   |
| <b>Residual impact:</b>  | 3   | <b>Residual likelihood:</b>  | 2 | <b>Residual risk score:</b> | 7 |

|                          |  |   |   |                             |   |
|--------------------------|--|---|---|-----------------------------|---|
| <b>Risk Number</b>       | CPP/2018/003   |   |   |                             |   |
| <b>Key Risk:</b>         | Failure to meet sustainable development principles   |   |   |                             |   |
| <b>Risk description</b>  | <b>Root cause</b>  | The partnership does not deliver its outcomes in a way which is consistent with the principles of sustainable development   |   |                             |   |
|                          | <b>Trigger</b>   | Due to: <ul style="list-style-type: none"> <li>• conflicting partner priorities</li> <li>• lack of resources and funding</li> <li>• lack of awareness of sustainable development amongst partners</li> </ul>      |   |                             |   |
|                          | <b>Impact</b>  | This could lead to: <ul style="list-style-type: none"> <li>• environmental impacts</li> <li>• political involvement</li> <li>• reputational damage</li> <li>• financial impacts to individual partners</li> </ul> |   |                             |   |
| <b>Classification</b>    | Performance management and reporting   |   |   |                             |   |
| <b>Inherent impact:</b>  | 3  | <b>Inherent likelihood:</b>   | 2 | <b>Inherent risk score:</b> | 7 |
| <b>Control Measures:</b> |  |   |   |                             |   |
| 1                        | Sustainability partnership   |   |   |                             |   |
| 2                        | Sustainability embedded within the Community Plan  |   |   |                             |   |
| 3                        | Community Empowerment Act – Provision of allotments  |   |   |                             |   |
| 4                        | Each individual partner has sustainability targets and controls                                |   |   |                             |   |
| 5                        | The Board are presented with the State of South Lanarkshire's Environment report every 2 years |   |   |                             |   |
| 6                        | Partnership food strategy being developed  |   |   |                             |   |
| 7                        | Community Plan themes aligned with the UN Sustainable Development Goals                        |   |   |                             |   |
| <b>Assessment:</b>       | Poor/Adequate/Good   |   |   |                             |   |
| <b>Treatment</b>         | Transfer/Reject/Accept/Mitigate  |   |   |                             |   |
| <b>Residual impact:</b>  | 1  | <b>Residual likelihood:</b>   | 2 | <b>Residual risk score:</b> | 3 |

|                          |  |  |   |                             |   |
|--------------------------|--|--|---|-----------------------------|---|
| <b>Risk Number</b>       |  | CPP/2018/004   |   |                             |   |
| <b>Key Risk:</b>         |  | Differing partner priorities   |   |                             |   |
| <b>Risk description</b>  | <b>Root cause</b>  | There is a lack of shared commitment to CPP objectives and delivery of outcomes  |   |                             |   |
|                          | <b>Trigger</b>   | As a result of differing partner priorities, which could be caused by: <ul style="list-style-type: none"> <li>• Financial pressures and constraints</li> <li>• Lack of resources</li> <li>• Lack of communication between partners</li> <li>• Varying national pressures on partners from government and other agencies</li> <li>• Lack of clear plans</li> <li>• Partners Service and Business Plans not containing relevant links to the Community Plan</li> </ul>                                       |   |                             |   |
|                          | <b>Impact</b>  | This could lead to: <ul style="list-style-type: none"> <li>• Being unable to deliver the outcomes in the Community Plan/Neighbourhood Plans</li> <li>• Reputational and credibility damage to the partners</li> <li>• Impact on individuals and communities as outcomes (poverty and equality) not realised</li> <li>• Political involvement</li> <li>• Unsuccessful future partnership working</li> <li>• Failure of the partnership to meet the requirements of the Community Empowerment Act</li> </ul> |   |                             |   |
| <b>Classification</b>    |  | Leadership   |   |                             |   |
| <b>Inherent impact:</b>  | 3  | <b>Inherent likelihood:</b>  | 3 | <b>Inherent risk score:</b> | 9 |
| <b>Control Measures:</b> |  |  |   |                             |   |
| 1                        | Partners signed up to the Community Plan 2017-2027   |  |   |                             |   |
| 2                        | Thematic Partnership Improvement Plans   |  |   |                             |   |
| 3                        | The CPP Board has a strategic overview   |  |   |                             |   |
| 4                        | Community Planning Progress Group  |  |   |                             |   |
| 5                        | Thematic Boards in place for the 4 key disciplines   |  |   |                             |   |
| 6                        | Exercise undertaken to ensure partners service and business plans are aligned to the objectives and outcomes of the Community Plan |  |   |                             |   |
| <b>Assessment:</b>       |  | <del>Poor</del> /Adequate/ <del>Good</del>   |   |                             |   |
| <b>Treatment</b>         |  | <del>Transfer/Reject/Accept</del> /Mitigate  |   |                             |   |
| <b>Residual impact:</b>  | 1  | <b>Residual likelihood:</b>  | 3 | <b>Residual risk score:</b> | 6 |

|                          |  |  |   |                             |   |
|--------------------------|--|--|---|-----------------------------|---|
| <b>Risk Number</b>       |  | CPP/2018/006   |   |                             |   |
| <b>Key Risk:</b>         |  | Failure to share data/information between partners to deliver the outcomes of the Community Plan   |   |                             |   |
| <b>Risk description</b>  | <b>Root cause</b>  | Partners are unable/do not share service and client/named person information   |   |                             |   |
|                          | <b>Trigger</b>   | Due to: <ul style="list-style-type: none"> <li>legislative requirements e.g. General Data Protection Regulations;</li> <li>IT system capabilities</li> </ul>   |   |                             |   |
|                          | <b>Impact</b>  | Which could: <ul style="list-style-type: none"> <li>reduce the Partnership's ability to jointly review and improve services</li> <li>result in a lack of a joined up approach amongst partners</li> <li>impact services and outcomes for individuals, e.g. vulnerable persons</li> </ul> |   |                             |   |
| <b>Classification</b>    |  | Performance management and reporting   |   |                             |   |
| <b>Inherent impact:</b>  | 3  | <b>Inherent likelihood:</b>  | 2 | <b>Inherent risk score:</b> | 7 |
| <b>Control Measures:</b> |  |  |   |                             |   |
| 1                        | Information shared at Thematic Board level   |  |   |                             |   |
| 2                        | It is within the remit of the Community Planning Board to develop information sharing amongst partners (systems and individuals) |  |   |                             |   |
| 3                        | Ad-hoc data sharing agreements already in place throughout the CPP   |  |   |                             |   |
| 4                        | Lanarkshire Data Sharing Partnership   |  |   |                             |   |
| <b>Assessment:</b>       |  | <del>Poor</del> /Adequate/ <del>Good</del>   |   |                             |   |
| <b>Treatment</b>         |  | <del>Transfer/Reject/</del> Accept/ <del>Mitigate</del>  |   |                             |   |
| <b>Residual impact:</b>  | 1  | <b>Residual likelihood:</b>  | 3 | <b>Residual risk score:</b> | 6 |

|                          |   |  |   |                             |   |
|--------------------------|---|--|---|-----------------------------|---|
| <b>Risk Number</b>       |   | CPP/2018/008   |   |                             |   |
| <b>Key Risk:</b>         |   | Failure to have the appropriate structures in place to deliver the outcomes of the Community Plan and Neighbourhood Plans efficiently and effectively  |   |                             |   |
| <b>Risk description</b>  | <b>Root cause</b>                                   | There is the risk that structures are not aligned to the priorities outlined in the Community Plan and Neighbourhood Plans and the requirements of the Community Empowerment Act.  |   |                             |   |
|                          | <b>Trigger</b>                                      | Structures do not fully address the requirements of the Community Empowerment Act.   |   |                             |   |
|                          | <b>Impact</b>                                       | This could result in: <ul style="list-style-type: none"> <li>• the failure to deliver the Community Plan</li> <li>• a failure to comply with legislation</li> <li>• adverse impact on individuals and communities</li> <li>• damage to the reputation and credibility of the partners</li> </ul> |   |                             |   |
| <b>Classification</b>    |   | Leadership   |   |                             |   |
| <b>Inherent impact:</b>  | 3   | <b>Inherent likelihood:</b>  | 2 | <b>Inherent risk score:</b> | 7 |
| <b>Control Measures:</b> |   |  |   |                             |   |
| 1                        | CPP Board   |  |   |                             |   |
| 2                        | The Community Plan sets out the strategic direction |  |   |                             |   |
| 3                        | Thematic Partnership Improvement Plans              |  |   |                             |   |
| 4                        | Thematic Groups                                     |  |   |                             |   |
| 5                        | Neighbourhood Planning Groups                       |  |   |                             |   |
| 6                        | Neighbourhood Plans                                 |  |   |                             |   |
| <b>Assessment:</b>       |   | <del>Poor</del> /Adequate/Good   |   |                             |   |
| <b>Treatment</b>         |   | <del>Transfer/Reject</del> /Accept/Mitigate  |   |                             |   |
| <b>Residual impact:</b>  | 2   | <b>Residual likelihood:</b>  | 1 | <b>Residual risk score:</b> | 2 |

|                          |  |  |   |                             |   |
|--------------------------|--|--|---|-----------------------------|---|
| <b>Risk Number</b>       |  | CPP/2020/001   |   |                             |   |
| <b>Key Risk:</b>         |  | The UK leaving the EU could adversely impact on partner organisations delivery of the Community Plan and those who depend on the services provided.  |   |                             |   |
| <b>Risk description</b>  | <b>Root cause</b>  | At the European Referendum that took place on 23 June 2016, the people of the UK voted to leave the European Union (EU). Following this vote, the UK Government triggered Article 50 of the EU's Lisbon Treaty to commence the process of leaving the EU.  |   |                             |   |
|                          | <b>Trigger</b>   |  |   |                             |   |
|                          | <b>Impact</b>  | <p>It is anticipated that the UK will formally leave the EU on 31 January 2020 with a withdrawal agreement, and enter an 11 month transition period to prepare for the UK's future relationship with the EU.</p> <p>Following the transition period, there could be significant impacts on the Community Planning Partners which would require to be managed effectively. Areas could include:</p> <ul style="list-style-type: none"> <li>• Procurement and Trade <ul style="list-style-type: none"> <li>○ Costs of goods and services</li> <li>○ Supply chain issues</li> <li>○ Availability of goods and medicines</li> <li>○ Currency/exchange rate fluctuations</li> </ul> </li> <li>• Finance and Funding <ul style="list-style-type: none"> <li>○ Loss of EU funding</li> <li>○ Difficulties accessing alternative funding streams</li> <li>○ Inflation on goods</li> <li>○ Trade tariffs</li> </ul> </li> <li>• Local communities and economies <ul style="list-style-type: none"> <li>○ Lack of planning/engagement by public sector organisations</li> <li>○ Employment opportunities</li> <li>○ Reduced growth investment</li> <li>○ Financial pressures on individuals/families</li> </ul> </li> <li>• Workforce <ul style="list-style-type: none"> <li>○ Loss of the available workforce</li> <li>○ Skills shortages</li> <li>○ Loss of experience</li> <li>○ Settlement Scheme Application Process</li> <li>○ Recruitment difficulties</li> </ul> </li> </ul> |   |                             |   |
| <b>Classification</b>    |  | <ul style="list-style-type: none"> <li>• Operational, continuity and performance</li> <li>• Financial</li> </ul>   |   |                             |   |
| <b>Inherent impact:</b>  | 3  | <b>Inherent likelihood:</b>  | 2 | <b>Inherent risk score:</b> | 7 |
| <b>Control Measures:</b> |  |  |   |                             |   |
| 1                        | Procurement and trade <ul style="list-style-type: none"> <li>• Engagement with suppliers</li> <li>• Identification of alternative/replacement products</li> <li>• Contingency Plans</li> <li>• Regional Resilience Planning</li> </ul>   |  |   |                             |   |
| 2                        | Finance and funding <ul style="list-style-type: none"> <li>• Existing EU projects – funding guaranteed by HM Treasury</li> <li>• Monitoring of contract costs</li> <li>• Budget/Financial planning processes</li> </ul>  |  |   |                             |   |
| 3                        | Local communities and economies <ul style="list-style-type: none"> <li>• Partners represented at Scottish Government Resilience Room Meetings, Lanarkshire Local Resilience Partnership, Regional Resilience Partnership and Scottish Resilience Partnership</li> <li>• Contingency plans</li> <li>• Annual reviews of the Community Plan/Quarterly reviews at Thematic Board Level</li> </ul> |  |   |                             |   |

|                         |   |                             |   |                               |
|-------------------------|---|-----------------------------|---|-------------------------------|
|                         | <ul style="list-style-type: none"> <li>Community Councils able to assist at a local level</li> <li>Support and guidance to businesses located within South Lanarkshire to help them to prepare</li> </ul>   |                             |   |                               |
| 4                       | Workforce <ul style="list-style-type: none"> <li>Communication with staff</li> <li>Employee support teams</li> <li>Work undertaken to identify numbers of EU Nationals</li> <li>Citizens Advice Bureau funding and legal helpline to assist EU Nationals</li> </ul> |                             |   |                               |
| <b>Assessment:</b>      | <del>Poor</del> /Adequate/Good  |                             |   |                               |
| <b>Treatment</b>        | <del>Transfer/Reject</del> /Accept/Mitigate   |                             |   |                               |
| <b>Residual impact:</b> | 3   | <b>Residual likelihood:</b> | 1 | <b>Residual risk score:</b> 4 |

## Community Planning Partnership Register Risk Control Plan

**Status update key:**  Not started  Complete  On target  Minor slippage  Major slippage/Failed to meet target

| Key Risk  | Action  | Responsible person               | Target completion date | Status update | Comments  |
|---|---|----------------------------------|------------------------|---------------|---|
| Failure to achieve the outcomes of the Community Plan 2017-2027 | Review of CPP Structures  | Community Engagement Manager     | 31/03/21               |               | Progress made however impacted by COVID-19 and re-scheduled to report in September 2020.  |
|   | Review of governance and accountability arrangements  | Community Engagement Manager     | 31/03/21               |               | Not started, pending completion of the review of structures, however anticipate that this will still be completed within the timescale.   |
|   | SLC Public Relations team to update the CPP communications plan for 2020-21 with input from the CPP Board and implement throughout the year with support from partner communications teams. | Head of Corporate Communications | 31/03/21               |               | This work has been impacted by COVID-19. The Board as asked to consider the key messages to be communicated during 2020-21 for inclusion in the plan.   |
| Ineffective engagement with communities                         | CPP Participation and Engagement Strategy to be developed   | Community Engagement Manager     | 30/06/20               |               | Progress has been made however impacted by COVID-19 and re-scheduled to bring a completed strategy to the September CPP Board meeting.  |
|   | Review CPP participation and engagement structures and update the Community Engagement Framework  | Community Engagement Manager     | 31/03/21               |               | Not started, pending completion of the Participation and Engagement Strategy, however anticipate that this will be completed within the timescale.  |
|   | Co-produce and publish the first Neighbourhood Planning Annual Reports for the three pilot areas  | Community Engagement Manager     | 30/09/21               |               | This work has been impacted by COVID-19. Reporting will be completed by end of September 2020.  |
|   | Co-produce and publish Neighbourhood Plans for the priority areas of Fairhill, Hamilton; Burnhill, Rutherglen; and Halfway, Westburn; and the Circuit, Cambuslang                           | Community Engagement Manager     | 30/04/20               |               | This work has been impacted by COVID-19. Progress has been made and draft plans had been produced. Burnhill and Cambuslang East have been approved by CMT and launches are being planned with the communities. Fairhill is at design stage and is expected to follow by the end of July 2020. |
|   | Establish a structure to deliver local community participation and capacity building  | Community Engagement Manager     | 31/03/21               |               | Review process was paused due to COVID-19. This is now under way again and will report to the Board with proposals in September 2020. Much  |

| Key Risk  | Action  | Responsible person                        | Target completion date | Status update | Comments   |
|---|---|---|------------------------|---------------|--|
|   |   |   |                        |               | of the work developing local networks throughout the pandemic will be crucial to build upon to develop these structures. Completion will be by target date.  |
|   | Establish a structure to align the Board with Neighbourhood Planning activity in priority areas   | Community Engagement Manager              | 31/03/21               |               | Not started, pending completion of the review of structures, however anticipate that this will still be completed within the timescale.  |
|   | Review Community Planning website   | Community Planning and Governance Adviser | 31/03/21               |               | Not started due to COVID-19, however anticipate that this will still be completed within the timescale.  |
| Differing partner priorities  | Develop a process to ensure that the Board has clearer oversight of the resourcing of community planning initiatives (resource pooling is a requirement of the Community Empowerment Act – extract from SLC BVAR report April 2019) | Community Engagement Manager              | 31/03/21               |               | Not started, pending completion of the review of structures, however anticipate that this will still be completed within the timescale.  |
| Failure to have the appropriate structures in place to deliver the outcomes of the Community Plan and Neighbourhood Plans efficiently and effectively | Review membership of CPP Board to ensure that it is inclusive and representative of all partners  | Community Engagement Manager              | 31/03/20               |               | This item was referred to the Structure Review Group for consideration and formed part of the completion of this work. This will form part of the September 2020 report to the Board on the structure.   |
|   | Establish a structure to align the Board with Neighbourhood Planning activity in priority areas   | Community Engagement Manager              | 31/03/21               |               | As before, not started, pending completion of the review of structures, however anticipate that this will still be completed within the timescale.   |
|   | Establish a structure to deliver local community participation and capacity building  | Community Engagement Manager              | 31/03/21               |               | Review process was paused due to COVID-19. This is now under way again and will report to the Board with proposals in September 2020. Much of the work developing local networks throughout the pandemic will be crucial to build upon to develop these structures. Completion will be by target date. |

## Draft CPP COVID-19 Risk

|                         |                   |   |
|-------------------------|-------------------|---|
| <b>Key Risk:</b>        |                   | <p><b>COVID-19 Pandemic</b><br/>Partners are required to redirect their resources to respond to and recover from the COVID-19 pandemic. This may result in less support being available to those who are experiencing disadvantage or poverty. This could also lead to the partnership not being able to deliver outcomes within the Community Plan.</p>  |
| <b>Risk description</b> | <b>Root cause</b> | The partnership does not have the appropriate services/plans in place to help those in poverty or who experience deprivation/inequality to recover from the pandemic  |
|                         | <b>Trigger</b>    | <ul style="list-style-type: none"> <li>• Scale of the impact of Covid-19 on those in poverty/experience deprivation/inequality</li> <li>• Lack of robust recovery support plans</li> <li>• Lack of appropriate services to meet new challenges</li> </ul>   |
|                         | <b>Impact</b>     | <p><b>Community Plan Theme/Impacts</b></p> <p><b>Effect on inclusive growth</b></p> <ul style="list-style-type: none"> <li>• Increase in the number of businesses failing as a result of lockdown measures</li> <li>• Economic impacts on local communities</li> <li>• Reduced transport provision as a result of physical distancing measures</li> <li>• Increased levels of job-related training and re-skilling due to unemployment</li> </ul> <p><b>Effect on financial inclusion</b></p> <ul style="list-style-type: none"> <li>• Increased food insecurity</li> <li>• Increasing levels of money advice required</li> <li>• Increasing financial hardship and inability to make regular payments for rent, heating, etc.</li> </ul> <p><b>Effect on supporting parental employment and childcare</b></p> <ul style="list-style-type: none"> <li>• Additional childcare pressures are a result of the closure of schools due to lockdown measures</li> <li>• Furloughing of employees</li> <li>• Home working policies</li> <li>• Increased unemployment due to failing businesses</li> <li>• Increasing levels of employability advice required</li> <li>• Increasing levels of in-work poverty due to the reduction in hours/childcare issues</li> </ul> <p><b>Effect on improving housing</b></p> <ul style="list-style-type: none"> <li>• Increased fuel poverty</li> </ul> <p><b>Effect on Education, Skills and Development</b></p> <ul style="list-style-type: none"> <li>• Increase in the poverty related attainment gap</li> </ul> <p><b>Effect on Health Inequalities</b></p> <ul style="list-style-type: none"> <li>• Increased mental health issues</li> <li>• Increased loneliness and isolation</li> <li>• Closure of public facilities such as leisure services</li> </ul> <p><b>Effect on safeguarding from risk and harm</b></p> <ul style="list-style-type: none"> <li>• Increase in the number of incidents of domestic violence</li> </ul> <p><b>Impact on improving the environment and communities</b></p> <ul style="list-style-type: none"> <li>• Increase in public disorder – Police resources deployed in other areas</li> </ul> |

|  |   |  |                            |                             |                                |
|--|---|--|----------------------------|-----------------------------|--------------------------------|
|  |   | <ul style="list-style-type: none"> <li>Digitally excluded unable to access online services and information</li> </ul>                  |                            |                             |                                |
| <b>Classification</b>  |   | <ul style="list-style-type: none"> <li>Operational and performance</li> <li>Reputational</li> <li>People</li> <li>Financial</li> </ul> |                            |                             |                                |
| <b>Inherent impact:</b>  | 5   | <b>Inherent likelihood:</b>  | 5                          | <b>Inherent risk score:</b> | 25                             |
| <b>Existing Control Measures:</b>  |   |  |                            |                             |                                |
| 1  | CPP Board meetings  |  |                            |                             |                                |
| 3  | Monitoring of national guidance – Government/Scottish Government  |  |                            |                             |                                |
| 4  | Third sector and community response network   |  |                            |                             |                                |
| 5  | Community Plan focus on tackling poverty, inequalities and deprivation  |  |                            |                             |                                |
| 6  | Child Poverty Plan  |  |                            |                             |                                |
| 7  | Scottish Welfare Fund/Money Matters   |  |                            |                             |                                |
| 8  | Free school meal payments   |  |                            |                             |                                |
| 9  | Scottish Government food fund supporting emergency food provision   |  |                            |                             |                                |
| 10   | Mental Health and Wellbeing supports  |  |                            |                             |                                |
| 11   | Connected Scotland project  |  |                            |                             |                                |
|  |   |  |                            |                             |                                |
|  |   |  |                            |                             |                                |
|  |   |  |                            |                             |                                |
|  |   |  |                            |                             |                                |
| <b>Assessment of effectiveness of existing control measures:</b>               | Peer/Adequate/Good  |  |                            |                             |                                |
| <b>Risk treatment</b>  | Transfer/Reject/Accept/Mitigate   |  |                            |                             |                                |
| <b>Residual impact:</b>  | 5   | <b>Residual likelihood:</b>  | 5                          | <b>Residual risk score:</b> | 25                             |
| <b>Residual Risk Score Rationale</b>   | Despite robust resilience arrangements and numerous controls having being implemented to manage the impacts of the pandemic, the nature, scale and prolonged period of the issues arising from Covid-19 and its potential impacts present unprecedented challenges to the partnership, most of which are outwith the partnership's control. |  |                            |                             |                                |
| <b>Action Plan (Additional control measures required to mitigate the risk)</b> |   |  |                            |                             |                                |
|  | <b>Action:</b>  |  | <b>Responsible person:</b> |                             | <b>Target completion date:</b> |
| 1  |   |  |                            |                             |                                |
|  |   |  |                            |                             |                                |
|  |   |  |                            |                             |                                |
|  |   |  |                            |                             |                                |
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