



**Corporate Resources**

**Resource Plan 2009-2010**

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## Section 1 - Introduction

I am pleased to introduce our Resource Plan for 2009-2010 which sets out our objectives and priorities for the coming year. As well as saying what we intend to do, the Plan explains how our objectives fit in to the work of the Council as a whole and in turn contributes to the Council's overall aim of improving the quality of life of everyone in South Lanarkshire.

Corporate Resources occupies a key position within the Council, providing services essential to all other Resources, as well as supporting core democratic, legislative and governance functions. By performing this dual role, the Resource helps deliver the priorities of the Council on the one hand, while helping take forward the Council's values on the other.

Through **Personnel Services** we ensure that the Council has the policies and procedures to attract and retain the right people and to develop them to do their jobs, essential if we are to deliver the best possible services. Personnel Services is also responsible for ensuring that we continue to exercise high standards both as an employer and as a provider of services – responsibilities which include promoting our duties with regard to equalities.

**Legal Services** provides both central support and frontline services, such as Licensing and Registration. We ensure that the Council remains within the law at all times and complies appropriately with new and changing legislation. In addition to the provision of legal advice, which minimises risk to the Council and protects its reputation, the service also co-ordinates regulatory functions such as freedom of information, data protection and the regulation of investigatory powers, all fundamental to good governance, accountability and transparency.

Informing people of what the Council does and how to get the right services at the right time is critical. The work of **Corporate Communications and Public Affairs** (CCPA) ensures that this happens. Making the most of traditional and, increasingly, new media opportunities, we provide all Resources with the media services they need to reach their audience. The service enables the Council to communicate effectively with communities and partners, keeping people and organisations in South Lanarkshire informed about the Council's plans, priorities and achievements.

As well as supporting the work of other Resources, Corporate Resources also has a unique responsibility for core democratic functions of the Council. The administration of elections and the provision of services to elected members, which ranges from the smooth running of committee meetings to advice and administrative support to individual Councillors, is carried out by **Administration Services**. This Service is also responsible for the operational management of the Council's principal offices and the maintenance of the Council's records and archives.

The service also has responsibility for the development of the Single Outcome Agreement, performance management and Community Planning arrangements. In addition, it deals with many issues which affect the Council as a whole, and changes in policy at a Scottish or a UK level are analysed and assessed within Corporate Resources.

In 2008/09 the Resource made significant progress towards the objectives set out in the last Resource Plan. Notable achievements included the co-ordination and successful submission of South Lanarkshire's first Single Outcome Agreement; the implementation of the Council's new Performance Reporting Framework and the launch of the IMPROVe system; retention of IIP status for the Council as a whole; and an Integrated Equalities and Diversity Strategy – key documents which will embed the highest standards in our work for the foreseeable future; and the transfer of Rutherglen District Court to the Scottish Courts Service.

In the coming year we need to build on these achievements. This Resource Plan sets out what we intend to do and why. It explains how we intend to respond to the challenges that we face – challenges such as the tightening fiscal context, specific items of new legislation, ongoing changes

arising from the Concordat with the Scottish Government – and articulates the links between our aims and objectives and our actions. The Resource Plan also reflects our response to the recommendations arising from the recent report on the Council's Audit of Best Value and Community Planning.

Our successes to date have been built on the dedication and hard work of our employees. I am confident that we can draw upon that continuing commitment to deliver the objectives outlined in this Resource Plan, which will help us achieve as a Council, a better quality of life for everyone in South Lanarkshire.

**Robert McIlwain**  
**Executive Director (Corporate Resources)**

## Section 2 - National Context

### **Issues**

The delivery of services in Corporate Resources is influenced by national legislation and policy initiatives across a broad spectrum of Council activity. In particular, national developments in the fields of employment law, equalities legislation, good governance and sustainabilities – to name a few – have the potential to impact significantly on the work of the Resource.

The key influences and challenges that have been identified for the Resource during the period 2009/10 are set out below.

### **Legislative Requirements**

There are several areas where legislative change will entail a concerted response by Corporate Resources.

#### ***Equality and Diversity***

The Government plans to unveil a new Equality Bill in the coming year in Parliament, representing the Government's latest package of measures intended to fulfil its equality agenda. In addition to streamlining 40 years of complex equality legislation into a single framework, the proposals will introduce a new Equality Duty on the public sector, extending the scope of positive action and obligating transparency, especially on wage differentials. Enforcement will be strengthened and data collection and reporting will be improved.

Corporate Resources has the lead role within the Council in the implementation of these requirements. The Resource will therefore press on with its programme of work in relation to equalities, carrying out equality impact assessments, developing and publishing equality indicators, working towards building equalities into partnership activities, and improving outcomes.

#### ***Employment***

The Council continually assesses and responds to a range of government legislation and in 2009/2010 we will need to respond to and deal with employment law changes in areas related to statutory annual leave entitlement; statutory maternity, paternity, adoption and sick pay; statutory dismissal, disciplinary and grievance procedures; and the right to request flexible working.

We will continue to develop policies and procedures in response to new Local Government Pension Scheme Regulations and ensure compliance across the Council with new and amended health and safety legislation.

#### ***Climate Change***

The UK Climate Change Bill proposes a statutory commitment to reduce greenhouse gas emissions by 26% to 32 % by 2020, and by at least 60% by 2050. The Bill applies to the entire UK. One of the key measures proposed in the Bill is the Carbon Reduction Commitment (CRC). The CRC is a cap and trade scheme designed to reduce direct carbon emissions of high volume energy using organisations and covers emissions from electricity, gas and heating oil use. The scheme begins in January 2010. Additionally, the Resource will comply with its statutory duty on the publication of Energy Performance Certificates for the Corporate Properties.

#### ***Liquor Licensing***

Changes to Liquor Licensing Legislation require to be fully implemented by 1<sup>st</sup> September 2009.

#### ***Other Areas.***

Corporate Resources will need to develop new processes and procedures and provide training for staff in relation to the:-

- Planning etc (Scotland) Act 2007 Act;
- Adoption and Children (Scotland) Act 2007
- Adult Support and Protection (Scotland) Act 2007
- New ACAS Code of Practice

Personnel Services will monitor proposals for the review of the Civil Contingencies Act and assess the potential impact on our contingency planning arrangements

## **Other Drivers**

### ***Single Outcome Agreement (SOA)***

The Concordat between the Scottish Government and local government, agreed in 2007, set out the terms of a new relationship between national and local government, based on mutual respect and partnership. The new relationship is represented by a package of measures, among which is the agreement to develop a Single Outcome Agreement for each Community Planning Partnership, based on agreed national outcomes and supported by streamlined external scrutiny and effective performance management.

South Lanarkshire's SOA for 2009-10 is based on the existing Community Plan for South Lanarkshire and covers all spending by the main public bodies in South Lanarkshire – both their direct spend and that which is spent on their behalf by the private sector and the third sector. Corporate Resources plays a key role in the co-ordination of Community Planning and in managing the SOA process on behalf of the Planning Partners.

### ***Global Recession***

The impact of the world-wide economic recession will not miss the Council. There are already several indicators that the short to medium-term funding arrangements for the Public Sector will come under increasing pressure. In preparing the Council's Financial Strategy for 2010 – 2011 and beyond, we must recognise that the available funding to the Council from central government will decrease.

A tighter financial settlement will inevitably have an impact on all Resources within the council. This will mean a higher level of efficiency savings being offered by the Resource for the 2010-11 financial year and hard decisions having to be taken, hopefully without significant impact on delivery of services.

### ***Good Governance***

Good Governance is about the culture, systems, processes and values by which the Council conducts its business and delivers services.

The Council works within a framework of internal values and expected external principles and standards which help to deliver good standards of governance. The standards, which reflect the conduct of business and day to day delivery of services, apply to all elected members and employees.

Corporate Resources will be leading the communication of the Good Governance Code across the Council in 2009-10.

### ***European Parliamentary Election***

The Resource is responsible for co-ordinating the Council's activities in delivering the European Parliamentary Elections within the South Lanarkshire area on 4 June 2009.

## Section 3 - Local Context

### South Lanarkshire's Community Plan – 'Stronger Together'

The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The Plan is structured around 3 aims, to build: successful and inclusive communities, safe and healthy communities and working and learning communities. The Council works with its partners to deliver these aims and has developed the 4 year Council Plan to reflect them.

### Connect – Mid Term Review

The Council has recently undertaken a mid term review of the Council Plan – Connect 2007/11 to reflect developments both internally and externally. These include:

- the recently published report on the Audit of Best Value and Community Planning
- the emerging guidance on the audit framework for Best Value 2
- the new Single Outcome Agreement developed jointly between the Council and Community Planning Partners
- the Council's financial strategy from 2010 onwards

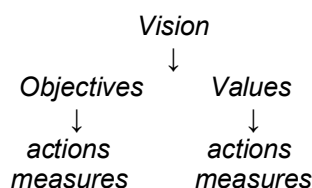
The review of Connect involved the development of a Corporate Improvement Plan and a review of Connect priorities.

### Corporate Improvement Plan

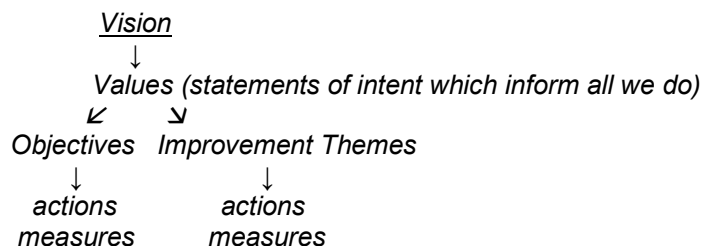
The Corporate Improvement Plan (CIP) sits within Connect and provides a single focus for the development and delivery of all corporate improvement activity within the Council. The CIP has been developed in response to the Audit of Best Value and Community Planning to ensure that corporate improvement activity is better prioritised and co-ordinated.

Connect now incorporates the CIP as shown below. The CIP has evolved from the actions and measures which previously sat under Connect values and better reflects a more comprehensive range of corporate improvement activity using the corporate assessment criteria proposed as part of Best Value 2 as organisers (improvement themes)

#### Previously



#### Now



The action plans within Resource Plans for 2009/10 are built around Connect objectives and Connect Improvement Themes.

## **Connect Improvement Themes**

The Connect Improvement Themes are as follows:

- Vision and Strategic Direction (including sustainable development and equalities)
- Partnership Working and Community Leadership/Engagement
- Governance and Accountability
- Performance Management and Improvement
- Use of resources

## **Connect Values**

A new Connect Value of 'Self Aware and Improving' was also added as a result of the mid term review.

## **Connect priorities**

A summary of the refreshed Connect priorities, based on improvement themes and objectives are identified below:

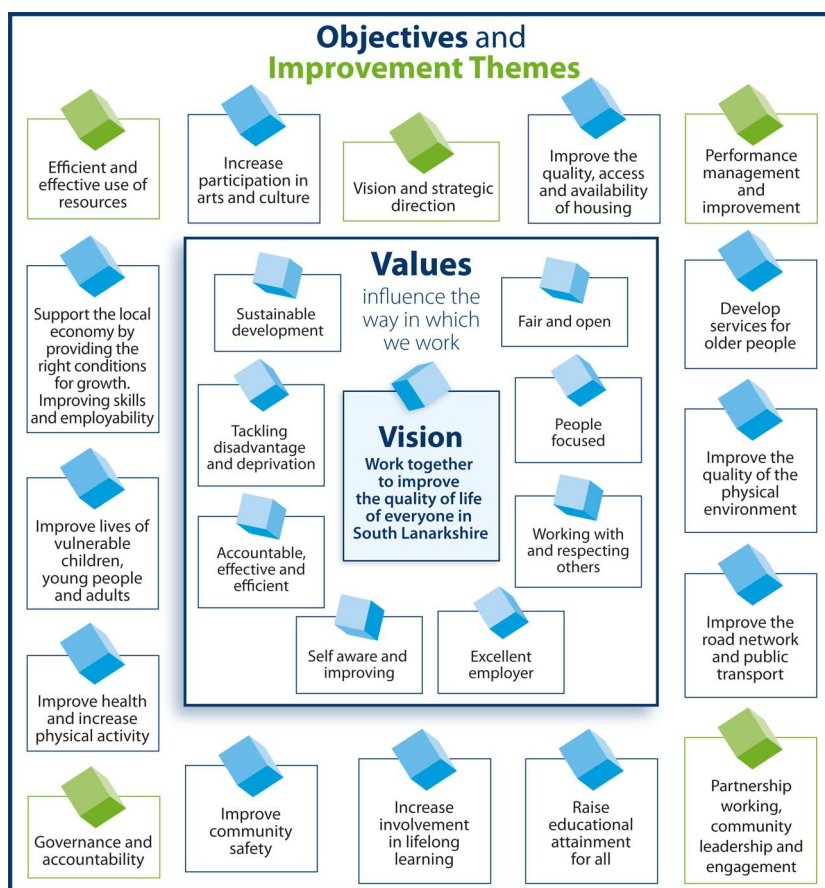
### ***Connect Improvement Themes***

- Sustainable development (within Vision and Strategic Direction)
- Partnership working and Community Leadership/Engagement
- Performance Management and Improvement
- Use of resources

### ***Connect objectives***

- Improve the quality, access and availability of housing
- Develop services for older people
- Improve the road network
- Schools modernisation
- Support the local economy by providing the right conditions for growth, improving skills and employability

An updated diagram showing the Council's vision, values, objectives and improvement themes is shown below:



Resource Plans for 2009/10 reflect these refreshed Connect priorities. As with all Resources, Corporate Resources continues to uphold the Council's values in all our work.

Corporate Resources' work towards the Council Plan objectives falls under the following objectives and improvement themes:

### Raise Educational Attainment for All

The Council aims to provide education of the highest quality and to create working and learning communities. To support the delivery of this Council objective, Corporate Resources has developed the following Resource objective: -

- Implement vocational development programmes for secondary age young people including pupils with additional support needs.

### Vision and Strategic Direction

To support the delivery of this improvement theme Corporate Resources has developed the following Resource objectives:-

- Develop and implement our Council Plan – Connect
- Implement a programme of equality and human rights impact assessments across the Council
- Develop and introduce Council wide equality performance measures and publish results
- Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our Community Planning Partnership activities
- Ensure equal opportunities in all our services, facilities and employment opportunities reflecting the diversity of our community

### **Governance and Accountability**

To support the delivery of this improvement theme Corporate Resources has developed the following Resource objectives: -

- Externally communicate our corporate plan, performance and service standards
- Support and facilitate open and transparent governance and decision making arrangements
- Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)

### **Partnership Working, Community Leadership and Engagement**

To support the delivery of this improvement theme Corporate Resources has developed the following Resource objectives: -

- Work with partners to enhance community planning, service planning and service delivery through the development and implementation of a Community Planning Single Outcome Agreement (SOA)
- Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest

### **Performance Management and Improvement**

To support the delivery of this improvement theme Corporate Resources has developed the following Resource objectives: -

- Manage our performance
- Seek the views of all stakeholders regularly on services we provide, in particular specific efforts will be made to consult with hard to reach groups, and tell people what we have done as a result
- Implement effective Best Value management arrangements to ensure continuous improvement and effective and efficient service delivery

### **Use of Resources**

To support the delivery of this improvement theme Corporate Resources has developed the following Resource objectives: -

- Internally communicate our corporate plans and policies
- Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities
- Promote effective external communications utilising new media opportunities

## **The Single Outcome Agreement (SOA)**

The SOA for 2009/2010 will be a Community Planning based SOA agreed between the South Lanarkshire Partnership and the Scottish Government. It commits the Council to achieving identified local outcomes, which in turn contribute to the Scottish Government's 15 National Outcomes. The local outcomes in the SOA have been drawn up with reference to the objectives and actions within the Council Plan and Community Plan, so that achievement against the Council Plan is also achievement against key aspects of the SOA.

Administration Services has coordinated the preparation and development of the 2009/2010 SOA in conjunction with the Council's Community Planning partners.

We will continue to co-ordinate and support ongoing work on the SOA. On an annual basis this will include reviewing progress against the SOA targets and the preparation of detailed "Policy Context" and "Financial Context" reports on behalf of the South Lanarkshire Partnership. These reports highlight developments that have taken place over the period since each SOA was developed and set the context for the public sector across South Lanarkshire. These reports will be used by all Council Resources in conjunction with Community Planning Partners to inform the preparations of their future Resource Plans and ensure that issues are tackled in a complementary and convergent way.

In respect of the SOA commitments, Corporate Resources contributes principally to national outcome 3 (we are better educated, more skilled and more successful, renowned for our research and development) and national outcome 15 (our public services are high quality, continually improving, efficient and responsive to local people's needs).

## **National Diagnostics Projects**

Corporate Resources is leading on one of the 3 national diagnostics projects (Management Structures) which have been identified by the Council's Corporate Management Team as being of the highest priority. We are also represented on the other 2 projects (Customer Contact and Asset Management).

## **Equalities**

Corporate Resources has the lead role in ensuring that the Council and its Partner bodies avoid discrimination, promote equality and deliver services which meet the needs of everyone who lives and works in South Lanarkshire. We have developed Race, Gender and Disability Equality Schemes in response to legislative changes, and will continue to be actively involved in promoting and cascading these schemes during 2009/10.

The Resource will continue to deliver an ongoing programme of equality improvements, develop and publish equality indicators, and continue building equalities into our partnership activities.

## **Sustainability**

Corporate Resources supports sustainable development and has agreed an action plan which will be managed as an integral part of the Council's sustainable development strategy. As well as managing the Council's principal offices Corporate Resources has a key part to play in creating and supporting the cultural change which is required by managers and employees in order to deliver the strategy effectively. We will do this through the provision of employee training, and the development of a range of employee related initiatives such as employee travel plans and the cycle to work scheme.

## Section 4 - Service overview

### Service overview and performance

In the past year Corporate Resources has:

<b>Corporate Communications and Public Affairs:</b>	
• Attained an actual value of coverage in local media of £693, 709	
• Received 889,427 visits to the Council's website	
• Received 1,964 media/press enquiries	
• Arranged 500 photographic jobs	
• Produced 1,454 design jobs (excluding advertisements)	
<b>Personnel Services:</b>	
• Provided 940 in-house training courses involving 10,590 staff (Jan-Dec 2008)	
• Undertook 155 corporate consultation projects	
• Dealt with 604 online vacancies, leading to 6,006 online applications (September 2008-March 2009)	
• Facilitated 8 lean thinking process improvement reviews	
<b>Administration Services:</b>	
• Issued 99% of final agenda papers 3 clear days before the committee meeting	
• Serviced 327 meetings of the Council, its committees, forums and partnership bodies	
• Dealt with 1,749 grant applications from community and voluntary groups	
• Dealt with 4,000 information retrieval requests at the Records Centre	
<b>Legal Services:</b>	
• Processed 755 civic licence applications	
• Processed 3,586 liquor licences (Jan-Dec 2008)	
• Undertook 634 civil marriage ceremonies - (Jan to Dec 2008)	
• Undertook 9 civil partnerships - (Jan to Dec 2008)	

### Major Achievements

Major achievements against the priorities identified in the 2008/2009 Resource Plan are summarised in the table below

National Outcome/ Council Objective/Value	Local action/ Resource Objective	Achievement
<b>Fair and Open</b>	Support and facilitate open and transparent governance and decision-making arrangements	<ul style="list-style-type: none"> <li>• Annual member learning and development programme rolled out</li> <li>• Following receipt of national guidance, local code of good governance was revised and approved by the Executive Committee in February 2009</li> </ul>
<b>People Focused</b>	Seek the views of all stakeholders on services we provide	<ul style="list-style-type: none"> <li>• Household survey which took place in February 2008 gave a baseline of overall satisfaction with the Council of 86.5%</li> </ul>
	Protect the Integrity and reputation of the Council and the safety of the public, members and employees	<ul style="list-style-type: none"> <li>• Corporate Contingency Plan issued June 2008. Resource-level plans complete.</li> </ul>
<b>Working with and Respecting others</b>	Report on progress in our partnership arrangements	<ul style="list-style-type: none"> <li>• Performance reports have been prepared and provided to the Council's Community Planning Forum and Community Planning Partnership</li> </ul>
	Implement a programme of equality and human rights impact assessments across the Council	<ul style="list-style-type: none"> <li>• 289 strategies, policies and functions impact assessed by November 2008</li> </ul>
<b>Excellent Employer</b>	We will ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> <li>• Exceeded target spend of 0.9% salary budget invested in learning and development</li> <li>• Successfully completed move to national recruitment portal - September 2008</li> </ul>
<b>Accountable, Effective and Efficient</b>	Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery	<ul style="list-style-type: none"> <li>• During 2008 Best Value reviews were completed on Legal Services, Learning and Development, and Recruitment Administration</li> <li>• First Council SOA delivered to the Scottish Government on schedule, June 2008</li> <li>• Resource Plan and Connect Performance Reporting Framework rolled out</li> </ul>
<b>Sustainable Development</b>	Support the aims of the Councils Sustainable Development Strategy	<ul style="list-style-type: none"> <li>• Development, communication and launch of Employee Travel Plan in May 2008</li> </ul>

## Performance

A full account of Resource performance against the Resource Plan for 2008-09 is provided in the appendix. Performance against SPIs and other key measures is shown below.

### Absence Levels

Resource Total (APT&C)				Council Wide			
	2006 / 2007	2007 / 2008	2008 / 2009		2006 / 2007	2007 / 2008	2008 / 2009
<b>April</b>	2.2	1.2	1.5	<b>April</b>	3.5	3.6	4.3
<b>May</b>	1.5	1.6	1.8	<b>May</b>	3.8	3.9	4.0
<b>June</b>	2.0	2.4	2.8	<b>June</b>	3.5	3.8	3.8
<b>July</b>	2.8	2.2	2.2	<b>July</b>	2.9	3.2	2.9
<b>August</b>	3.1	1.5	2.1	<b>August</b>	2.8	3.4	3.0
<b>September</b>	2.9	2.3	1.5	<b>September</b>	3.7	4.0	3.8
<b>October</b>	2.0	2.5	1.6	<b>October</b>	4.0	4.1	3.8
<b>November</b>	1.2	2.9	2.8	<b>November</b>	4.5	4.5	4.6
<b>December</b>	2.0	2.1	3.9	<b>December</b>	4.7	4.3	4.8
<b>January</b>	1.8	2.4	3.8	<b>January</b>	4.6	4.7	4.4
<b>February</b>	2.1	2.1	2.5	<b>February</b>	4.3	4.7	4.5
<b>March</b>	1.0	2.7	3.6	<b>March</b>	4.3	4.6	4.4
<b>Annual Average</b>	<b>2.1</b>	<b>2.2</b>	<b>2.5</b>	<b>Annual Average</b>	<b>3.9</b>	<b>4.1</b>	<b>4.0</b>
<b>Average Apr-Mar</b>	<b>2.1</b>	<b>2.2</b>	<b>2.5</b>	<b>Average Apr-Mar</b>	<b>3.9</b>	<b>4.1</b>	<b>4.0</b>

### % Employees in the top 2% of earners who are female

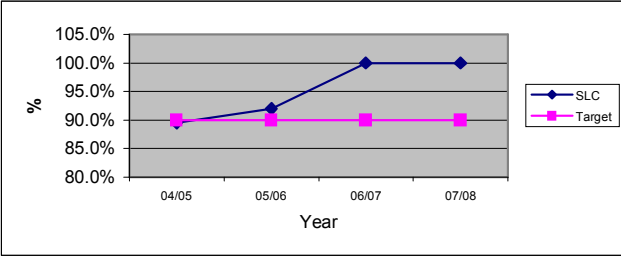
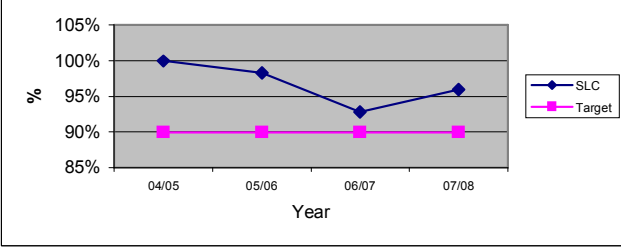
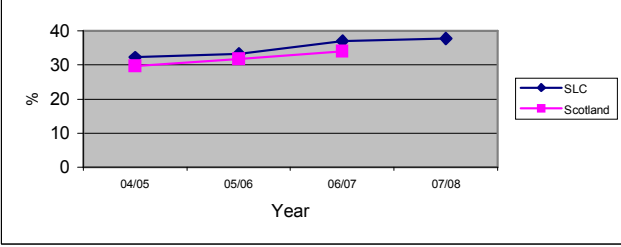
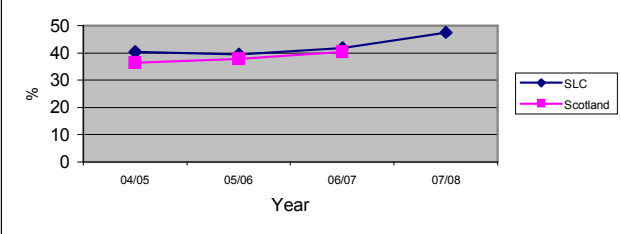
	2005/06	2006/07	2007/08	2008/09
<b>Category</b>				
SLC	32.2%	33.2%	37.1%	37.0%
Scotland	29.6%	31.7%	33.9%	

### % Employees in the top 5% of earners who are female

SLC	40.4%	39.6%	41.9%	41.0%
Scotland	36.6%	38.0%	40.4%	

### % Invoices paid within 30 days of receipt

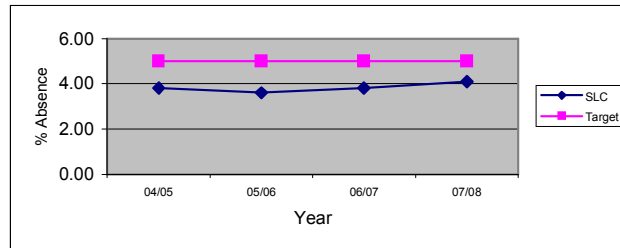
Category	2005/06	2006/07	2007/08	2008/2009
Corporate	84.0	84.0	87.0	94.0
SLC	88.0	91.2	89.1	-
Scotland	83.7	85.1	85.8	-

	Measure		Actual 08/09	Target 08/09	Achieved?
20.1	Increase the % of young people with additional support needs gaining employment	 <p>Good performance is an increase</p>	100%	90%	Achieved
20.2	Increase the % of attainment levels for participants with additional support needs	 <p>Good performance is an increase</p>	94%	90%	Achieved
	% of employees in the highest 2% of earners that are female (SPI)	 <p>Good performance is an increase</p>	37	> Scottish Average	Provis
	% of employees in the highest 5% of earners that are female (SPI)	 <p>Good performance is an increase</p>	41	> Scottish Average	Provis

**61.3** Measure

Absence rate for Council

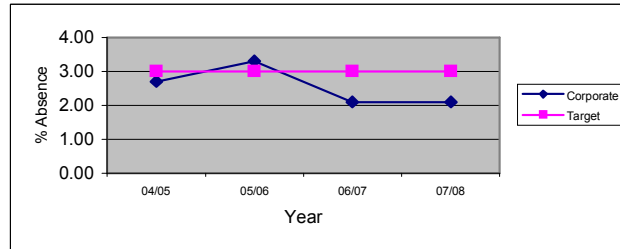
Good performance is a decrease



Actual 08/09	Target 08/09	On Course to Achieve?
4.4%	Less than 5%	Achieved

Absence rate for Resource

Good performance is a decrease

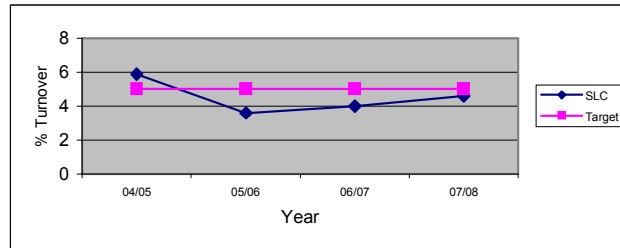


Actual 08/09	Target 08/09	On Course to Achieve?
3.6%	Less than 3%	No

**61.4**

Labour turnover rate for Council

Good performance is a decrease



Actual 08/09	Target 08/09	On Course to Achieve?
3.0%	Less than 5%	Achieved

Please note the turnover rate is the cumulative Apr-Dec figure

## **Section 5 - Objectives and actions for 2009/10**

Taking into account the issues identified in Sections 2, 3 and 4, in order to meet the challenges facing the Resource we have developed a number of Resource objectives for 2009/10 which are based on the key themes in the Council Plan “Connect”. These broad objectives are set out in detail in the Resource Action Plan below and establish the longer term direction of the Resource.

The Action Plan represents a summary of the extensive range of services and activities carried out by Corporate Resources – together with the measures we will use to assess our performance.

The Plan is not an exhaustive list of all activity across the Resource and more detailed information is contained within individual service action plans.

In addition, as we work in a changing environment, it is possible that changes in national and local policy will lead to new activities being identified and undertaken during the course of the Plan.

## Council Objective: Raise Educational Attainment for All

Resource Objective: Implement vocational development programmes for secondary age young people including pupils with additional support needs		
Action	Measures	Responsibility
Implement a programme of vocational development for secondary age young people including pupils with additional support needs	<ul style="list-style-type: none"> <li>% of young people with additional support needs gaining positive vocational outcomes</li> <li>% attainment levels for participants in the vocational programme</li> <li>Improved behaviour and attendance of participants in the vocational development programme</li> </ul>	Executive Director (Corporate Resources)

## Corporate Improvement Theme: Vision and Strategic Direction

Resource Objective: Develop and implement our Council Plan – Connect		
Action	Measures	Responsibility
Develop and implement our Council Plan - Connect	<ul style="list-style-type: none"> <li>Deliver Annual Resource Plan within the Council's approved performance reporting framework</li> </ul>	Executive Director (Corporate Resources)
Resource Objective: Implement a programme of equality and human rights impact assessments across the Council		
Action	Measures	Responsibility
Implement a programme of equality and human rights impact assessments across the Council	<ul style="list-style-type: none"> <li>Number of impact assessments carried out against those timetabled</li> <li>Number of reports on impact assessments published on website</li> <li>Progress in relation to Equality Impact Assessment Actions monitored against targets and reported to Equal Opportunities Forum</li> </ul>	Executive Director (Corporate Resources)

<b>Resource Objective: Develop and introduce Council wide equality performance measures and publish results</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
Develop and introduce Council wide equality performance measures and publish results	<ul style="list-style-type: none"> <li>Data on equality related performance is collated and published annually</li> <li>Single Equality Scheme based on 6 strands in place by 2011</li> <li>Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories</li> </ul>	Executive Director (Corporate Resources)
<b>Resource Objective: Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our CPP activities</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our Community Planning Partnership activities	<ul style="list-style-type: none"> <li>Evidence that partnership plans, strategies and initiatives have been assessed by lead partner for impact in relation to equalities</li> <li>Evidence that equalities are included in performance monitoring and measurement activities for partnerships</li> <li>Establishment of Partnership Equalities Network</li> </ul>	Executive Director (Corporate Resources)
<b>Resource Objective: Ensure equal opportunities in all our services, facilities and employment opportunities reflecting the diversity of our community</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
Ensure equal opportunities in all our services, facilities and employment opportunities reflecting the diversity of our community	<ul style="list-style-type: none"> <li>Employment monitoring arrangements will meet the requirements of equalities legislation</li> <li>Positive action measures put in place if required</li> <li>Increase in number of women/men taking up employment in non traditional areas</li> <li>% of employees in the highest 2% of earners that are female (SPI)</li> <li>% of employees in the highest 5% of earners that are female (SPI)</li> </ul>	Head of Personnel Services
Prepare for the introduction of the Single Equality Bill and Implementation of a single Equality Scheme	<ul style="list-style-type: none"> <li>Develop strategy by November 2009</li> </ul>	Executive Director (Corporate Resources)

## Corporate Improvement Theme: Governance and Accountability

Resource Objective: Externally communicate our corporate plan, performance and service standards		
Action	Measures	Responsibility
Externally communicate our corporate plan, performance and service standards	<ul style="list-style-type: none"> <li>▪ Incorporate mix of statistical data and public interest stories in Public Performance Reporting documents (namely SL Reporter and SL View) and signpost readers to more detailed information</li> <li>▪ Gather reader feedback on publications and focus group perceptions of Public Relations initiatives</li> </ul>	Head of Corporate Communications and Public Affairs
	<ul style="list-style-type: none"> <li>▪ Local service standards monitoring collated and published quarterly</li> </ul>	Executive Director (Corporate Resources)
Resource Objective: Support and facilitate open and transparent governance and decision making arrangements		
Action	Measures	Responsibility
Support and facilitate open and transparent governance and decision making arrangements	<ul style="list-style-type: none"> <li>▪ Review and implement revised arrangement for the Council's member scrutiny forums and area committees in line with timetable for actions arising from the Audit of Best Value and Community Planning</li> <li>▪ Undertake an annual survey of elected members to measure satisfaction and to enable feedback on governance issues</li> <li>▪ Annual programme of corporate and individual member learning and development</li> </ul>	Head of Administration Services
Deliver European Election in June 2009	<ul style="list-style-type: none"> <li>▪ Delivery of European Election 4 June 2009 and subsequent count 7 June 2009</li> </ul>	Executive Director (Corporate Resources)

<b>Resource Objective: Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)	<ul style="list-style-type: none"> <li>▪ Development and delivery of annual Governance Statement and associated actions, including communication and awareness programme for revised Code of Good Governance</li> <li>▪ Delivery of Risk Control Actions by due date</li> <li>▪ Audit actions to be delivered by due date (Reported to Chief Executive through quarterly performance reports)</li> <li>▪ Complete Resource Governance Self Assessment and declaration by due date and develop actions to address non-compliant areas</li> </ul>	Executive Director (Corporate Resources)

## **Corporate Improvement Theme: Partnership Working, Community Leadership and Engagement**

<b>Resource Objective: Work with partners to enhance community planning, service planning and service delivery</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
Work with partners to enhance community planning, service planning and service delivery through the development and implementation of a Community Planning Single Outcome Agreement (SOA)	<ul style="list-style-type: none"> <li>▪ Approval of SOA in line with national timetable</li> <li>▪ Monitor progress of the SOA through an annual report against national and local outcomes and a qualitative assessment of the effectiveness of the SOA approach, in particular, Community Planning and partnership working</li> <li>▪ Undertake a refresh of the Community Plan and review Community Planning governance arrangements</li> </ul>	Executive Director (Corporate Resources)
<b>Resource Objective: Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest	<ul style="list-style-type: none"> <li>▪ Ensure consistent use of Community Engagement Framework across the Community Planning Partnership to include the voluntary, community and social economy partners to maximise their participation.</li> </ul>	Head of Administration Services

## Corporate Improvement Theme: Performance Management and Improvement

Resource Objective: Manage our performance		
Action	Measures	Responsibility
Manage our performance	<ul style="list-style-type: none"> <li>Evidence of complaints considered and informing service improvements, including: 95% of complaints responded to within timescale; % of complaints which reach Stage 3 (escalation to Chief Executive); Outcome of complaints and service improvements published on the website.</li> <li>Develop, monitor and review effectiveness of, a comprehensive suite of service standards. Annual mystery shopper exercise undertaken and reported.</li> <li>Implementation of the Council's performance management system, IMPROVe, to enable timeous and comprehensive performance management reporting against the SOA, Connect and Resource Plans</li> </ul>	<p>Executive Director (Corporate Resources)</p> <p>Head of Administration Services</p>
Resource Objective: Seek the views of all stakeholders regularly on services we provide, in particular specific efforts will be made to consult with hard to reach groups, and tell people what we have done as a result		
Action	Measures	Responsibility
Seek the views of all stakeholders regularly on services we provide, in particular specific efforts will be made to consult with hard to reach groups, and tell people what we have done as a result	<ul style="list-style-type: none"> <li>Number of consultations carried out, targeting hard to reach groups</li> <li>Number of consultations carried out which have resulted in a change to service delivery</li> <li>Council level customer satisfaction scorecard is populated and results published annually</li> <li>Perception of high quality services and best use of money – proportion agreeing Council provides high quality services</li> <li>Increase in response rate for all cyclical consultations</li> <li>100% of completed consultations published on the database with an outcome</li> <li>Targeted surveys carried out to understand variation in customer satisfaction across geographical areas</li> </ul>	<p>Executive Director (Corporate Resources)</p>

Other specific actions in support of the Corporate Improvement Theme: Performance Management and Improvement		
Action	Measures	Responsibility
Implement effective Best Value management arrangements to ensure continuous improvement and effective and efficient service delivery	<ul style="list-style-type: none"> <li>Completion of reviews as per timetable</li> <li>Improvement Plans approved by Council Committee</li> <li>Sustain positive SPI trend results for Council</li> <li>Ensure Local PIs across all Resources meet requirements of Best Value 2</li> </ul>	Executive Director (Corporate Resources)
Implement a strategic response to the Scottish Government's Efficient Government agenda	<ul style="list-style-type: none"> <li>Completion of diagnostic projects as per agreed timetable (Management Structures and Administrative/Clerical Services)</li> </ul>	Executive Director (Corporate Resources)
Support continuous improvement programmes to improve customer service delivery	<ul style="list-style-type: none"> <li>Review customer service access preferences</li> <li>Implement accredited programme of Customer Service professional training and support.</li> <li>Analyse responses to household survey and other consultation in order to develop understanding of regional variations and identify tailored responses.</li> <li>Extend service participation in continuous improvements activities including lean reviews and customer service excellence award.</li> <li>Implement revised 3 year strategy for Investor in People accreditation.</li> <li>Introduce new approach to Employee Audit in order to increase participation</li> </ul>	Executive Director (Corporate Resources)
Implementation of efficiencies on behalf of Corporate Resources	<ul style="list-style-type: none"> <li>Implement approved efficiencies for 2009/10</li> <li>Identify efficiencies for 2010/11 in line with Council's Financial Strategy</li> </ul>	Head of Administration Services
Information management	<ul style="list-style-type: none"> <li>Development of good practice guides for adoption of corporate standards</li> <li>Development of Corporate Information Management Action Plan by October 2009</li> </ul>	Head of Administration Services

## Corporate Improvement Theme: Use of Resources

Resource Objective: Internally communicate our corporate plans and policies		
Action	Measures	Responsibility
Internally communicate our corporate plans and policies	<ul style="list-style-type: none"> <li>Communication of key plans and policies to employees through appropriate routes including Works, team brief, global e-mail, Intranet, etc</li> <li>Make use of periodic surveys/spot checks as appropriate</li> </ul>	Head of Corporate Communications and Public Affairs
Resource Objective: Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities		
Action	Measures	Responsibility
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> <li>Increase in number of vacancies dealt with through electronic formats</li> <li>Introduction of competence based recruitment for all vacancies by 2011</li> <li>Absence rates (Council) less than 5%</li> <li>Absence rates (Resource) less than 5%</li> <li>Labour turnover rate less than 5%</li> <li>Average working days lost through sickness absence per employee – teachers (SPI)</li> <li>Average working days lost through sickness absence per employee – all others (SPI)</li> <li>Uptake of accredited training programmes for employees at all levels</li> <li>100% coverage of PDR and associated training plans</li> <li>% of salary budget invested in learning and development</li> <li>Continued achievement of IIP accreditation</li> <li>Increased response rate to employee audit by March 2010</li> </ul>	Executive Director (Corporate Resources)
Ongoing development and roll out of People Connect	<ul style="list-style-type: none"> <li>Roll out employee access. Available to all Resources by March 2010.</li> </ul>	Head of Personnel Services
Develop a more forward-looking Work Force Strategy, which meets the future requirements of the Council	<ul style="list-style-type: none"> <li>Develop strategy by March 2010</li> </ul>	Head of Personnel Services

Undertake an audit of work related stress across the Council	<ul style="list-style-type: none"> <li>Undertake a pilot study by September 2009, with report on outcome by December 2009.</li> </ul>	Head of Personnel Services
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<b>Resource Objective: We will promote effective external communications utilising new media opportunities</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
We will promote effective external communications utilising new media opportunities	<ul style="list-style-type: none"> <li>Highlight the new content available on SLTV and the voluntary channel through South Lanarkshire View each month</li> <li>Work with the Modernising Government Team to install new Content Management System by December 2009</li> <li>Maintain existing website to a good standard while preparing for the replacement</li> </ul>	Head of Corporate Communications and Public Affairs
Re-launch the South Lanarkshire Reporter in a magazine rather than tabloid format	<ul style="list-style-type: none"> <li>To be re-launched in 2009</li> </ul>	Head of Corporate Communications and Public Affairs
Provide ongoing communications in support of the International Children's Games 2011	<ul style="list-style-type: none"> <li>Implement communication and publicity strategy in preparation for the 2011 games</li> </ul>	Head of Corporate Communications and Public Affairs
<b>Resource Objective: We will undertake the following additional actions in support of the Corporate Improvement Theme: Use of Resources</b>		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
Implement Best Value Review outcomes for Legal Services	<ul style="list-style-type: none"> <li>Deliver agreed outcomes from Best Value Review of Legal Services by March 2010</li> </ul>	Head of Legal Services
Provide efficient and effective Legal advice and assistance to all Council Resources	<ul style="list-style-type: none"> <li>Effectively manage and monitor any outsourcing of legal work required by the Council</li> </ul>	Head of Legal Services
Ensure the smooth transition of East Kilbride, Hamilton and Lanark District Courts to the Scottish Courts Service	<ul style="list-style-type: none"> <li>Achieve transfer in line with legislative timetable during 2009/10</li> </ul>	Head of Legal Services
Manage land and property assets efficiently	<ul style="list-style-type: none"> <li>Proportion of operational accommodation that is in satisfactory condition (SPI)</li> <li>Proportion of operational accommodation that is suitable for its current use (SPI)</li> <li>% of buildings delivering services to the public in which all public areas are accessible by disabled people (SPI)</li> </ul>	Head of Administration Services

Contribute to the implementation of the Council's Sustainability Strategy	▪ Implementation and roll-out of the employee travel plan by December 2009	Head of Corporate Communications and Public Affairs
	▪ Implementation of the corporate print strategy by October 2009	Head of Personnel Services
	▪ Annual consumption of energy per square metre of buildings	Head of Administration Services

## Section 6 – Resourcing the Plan

### Workforce

The Resource has 298 full time equivalent employees across 4 services, broken down as follows:

	FTE
Director	1
Heads of Service	4
Managers	11
Others	282
Resource total	298

The structure of the Resource is summarised in Appendix 1.

### 6.2 Revenue

South Lanarkshire Council prepares a long term budget strategy based on the 3 year settlement advised by the Scottish Government. A medium term financial strategy covering the period 2008-2012 was approved at Executive Committee (23 March 2007) which detailed the Council's strategy in managing its finances and also the principles and assumptions used in preparing the revenue and capital budgets for the 4 year period. Each Resource considers their budget on a 3 year rolling basis when preparing their financial strategies within the overall corporate framework. The budget in our Resource plan therefore reflects a 3 year strategy but focuses on those priorities and activities to be delivered in 2009/10.

The Corporate Resources revenue budget for 2009/10 is £19,770,000.

### 6.3 Capital Programme Priorities for 2009/2010

Corporate Resources Capital Programme allocation for 2009/10 is £739,000. The following major projects have been identified:

Connect Improvement Theme	Project/Action	Capital £ 000's
Use of Resources	Council Offices, South Vennel – windows replacement and roof renewal	£410,000
Use of Resources	Montrose House – external fabric repairs	£250,000

### 6.4 Risk Management

Risks associated with the delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

# Appendix 1 – Structure

