

Report

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	15 November 2017
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Finance and Corporate Resources' Resource Plan: Quarter 2 Progress Report 2017/2018
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Resource Plan Quarter 2 Progress Report 2017-18, for the period 1 April to 30 September 2017

2. Recommendations

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

- (1) that the Quarter 2 Progress Report 2017-18, attached as Appendix 2, be noted; and
- (2) that the achievements made by the Resource to date, as detailed in paragraph 5.3 of this report, be noted.

3. Background

- 3.1. The draft Finance and Corporate Resources' Resource Plan 2017-18 sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2017-18.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the draft Council Plan 'Connect' 2017-22. Both the draft Council Plan 'Connect' 2017-22 and the draft Finance and Corporate Resources' Resource Plan 2017-18 await formal approval.
- 3.3. Performance management is a keystone of Best Value and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and the Local Outcomes Improvement Plan (LOIP), as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

- 3.5. The current format for performance reporting has been established for several years and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with 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.
- 4. Resource Objectives 2017-18**
- 4.1. The Resource has established a number of objectives to support the delivery of the draft 'Connect' objectives in 2017-18. These are detailed in Appendix 1.
- 5. Quarter 2 Progress Report 2017-18**
- 5.1. Progress against all 2017-18 Resource Plan measures is contained in the Quarter 2 Progress Report 2017-18, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

Status	Definition
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. These will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 5.2. Measures which are classified as 'red' are considered in detail at section 5.4 of this report. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' or 'amber' measures at a future meeting.

The overall summary of progress to date is as follows:-

Status	Measures	
	Number	%
Green	140	85 %
Amber	2	1 %
Red	1	1 %
Report later/Contextual	22	13 %
Totals	165	100 %

5.3. Key achievements for 2017-18 are noted below:-

5.3.1.

Connect Objective: Collaborate with partners and communities to promote high quality, thriving and sustainable communities	
Resource Objective	Achievement
Improve customer experience of Council services	<ul style="list-style-type: none"> • Replacement of glass screens at reception in Rutherglen office to improve communication between staff and customers • Online booking system enhanced to include taxi/private hire car vehicle and meter tests and taxi route tests • Improved quality of ceremonies by upgrading chairs at Rutherglen and ceremony tables at Town House, Hamilton • Relevant pages on Council website reviewed and updated to promote and encourage on line applications and appointment bookings • Freedom of Information (FOI) – model publication scheme for Licensing Divisions reviewed and updated
Other actions in support of this objective	<ul style="list-style-type: none"> • Cycle to Work initiative launched in May 2017

5.3.2. Resources have established their own Resource objectives to support the delivery of 'Connect' objectives. In addition to working towards these objectives, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
Provide sound financial stewardship for the Council	<ul style="list-style-type: none"> • Council Tax collection is currently on target and ahead of comparable performance in 2016-17 by 0.02% • 95% of invoices received were paid within 30 days, against a target of 85%
Deliver and communicate the Council Plan and ensure high standards of governance	<ul style="list-style-type: none"> • The Finance and Corporate Resources' Resource Plan 2017-18 is complete. Approval will be sought from the Finance and Corporate Resources Committee once the new Council Plan 'Connect' 2017-22 has been presented for approval at Executive Committee and South Lanarkshire Council. Thereafter, it will be published on the Council's website
Support local democracy, Council committees, elected members and senior managers	<ul style="list-style-type: none"> • External training arranged for Board members and in-house training for Licensing Committee members • Delivered full programme of induction training and briefings to elected members as part of the arrangements for the new Council

Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
Deliver professional legal services	<ul style="list-style-type: none"> • Provided legal advice to four Licensing Divisions and Licensing Committee
Promote equality and the well-being of staff	<ul style="list-style-type: none"> • Mainstreaming Equalities Report on Council website published on behalf of Licensing Board • Healthy Working Lives Gold Award maintained
Develop and implement effective financial strategies	<ul style="list-style-type: none"> • The update of the 2018-19 Financial Strategy was presented to Executive Committee on 26 June 2017
Implement a Digital and ICT Strategy that meets business needs	<ul style="list-style-type: none"> • New integrated web-forms implemented to support Customer Contact and Transactional Working, and deliver service improvements and efficiencies • Agreed design with NHS Lanarkshire for federated IT infrastructure to support partnership working • IT infrastructure health check completed
Develop improvement activity and promote scrutiny	<ul style="list-style-type: none"> • The horizon scanning exercise to identify services/areas from across the Council that may benefit from self assessment and improvement activity is complete. A proposed programme for 2017-18 was presented to and approved by the Corporate Management Team in September 2017 • Preparatory work for a future Best Value (BV) audit has begun with a gap analysis using the Audit Scotland BV Toolkits
Improve the skills, flexibility and capacity of the workforce	<ul style="list-style-type: none"> • The interim liP Review is complete and a report was produced by the Managing Assessor in August 2017 • Staff completed mandatory and other relevant Learn on Line courses

5.4. Areas for improvement

Measures that have been classified as “red” (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required.

Delivering the plan and achieving Best Value		
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance		
Measure	Comments/Progress	Action by Manager (where applicable)
	In Quarter 1, Finance and Corporate Resources received two subject access requests, with one being responded to within the statutory timescale	

6. Employee Implications

- 6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees in 2017-18.

7. Financial Implications

- 7.1. The objectives within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2017-18 and, longer term, within the framework of the Council's approved Financial Strategy.

8. Other Implications

- 8.1. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 8.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

Paul Manning

Executive Director (Finance and Corporate Resources)

16 October 2017

Link(s) to Council Values/Objectives

- ◆ The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the draft Council Plan 'Connect' 2017-22 (awaiting approval)

Previous References

- ◆ Finance and Corporate Resources Quarter 2 Progress Report 2016-17: 18 November 2016

List of Background Papers

- ◆ Draft Council Plan 'Connect' 2017-22
- ◆ Draft Finance and Corporate Resources' Resource Plan 2017-18

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Finance and Corporate Resources' Objectives 2017-18

Connect Objective: Collaborate with partners and communities to promote high quality, thriving and sustainable communities

Resource Objectives:-

- Lead Community Planning
- Facilitate communication and consultation on the Council, its policies and its services
- Improve customer experience of Council services
- Other actions in support of this objective

Delivering the Plan and achieving Best Value

Resource Objectives:-

- Provide sound financial stewardship for the Council
- Deliver and communicate the Council Plan and ensure high standards of governance
- Support local democracy, Council committees, elected members and senior managers
- Deliver professional legal services
- Promote equality and the well-being of staff
- Develop and implement effective financial strategies
- Implement a Digital and ICT Strategy that meets business needs
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce
- Other actions in support of delivering the Plan and achieving Best Value