Finance and Corporate Resources

Finance and Corporate Resource Plan 2017-18

Section	Contents	Page

Section One – Introduction

I am pleased to introduce our Resource Plan for 2017-18 which sets out our objectives and priorities for the coming year.

The Council Plan, Connect, is built upon the council's vision 'to improve the quality of life of everyone in South Lanarkshire'. The five services within Finance and Corporate Resources help to ensure that the council operates successfully in an increasingly complex and challenging environment, and although diverse, each service is essential to the running of the council and the delivery of its vision, ambitions and objectives.

The core democratic functions of the council – the work of councillors, committees, forums, and the Joint Boards – are supported by **Administration and Legal Services**. This service provides a full range of legal advice and support to the council and also oversees council-wide governance arrangements, as well as providing licensing and registration services to the public.

Communications and Strategy provides accurate, timely information for employees and residents, and promotes the council's policies, decisions and services. The service is responsible for the editorial content and design of the council's publications and its external website. It incorporates Community Planning as well as improvement functions, leading the council's work in partnership with others and in pursuit of continuous improvement. It also supports the work of the council's governance arrangements.

The sound financial stewardship provided by **Finance Services** ensures that the council's priorities are effectively funded and council expenditure, including procurement, is appropriately monitored, controlled and reported. The new integrated Finance model is now in operation, split between Transactional activities, including payroll, payables, procurement, revenues and benefits, and customer contact; and Strategy, including budget strategy, budget monitoring and providing financial support to all Resources.

All council services are dependent on the work of **Information Technology Services**, which maintains over 5,000 computers and servers running over 200 business applications across council Resources. This delivery is supported by council wide networks covering telephone, printing, mail and internet technologies.

Personnel Services is responsible for the development and implementation of the council wide personnel strategy and the full spectrum of personnel policies and practices across the council, as well as employee learning and organisational development, consultation and supported employment activities. The service also manages health, safety and well being and the co-ordination and implementation of equality and diversity legislation and good practice and advancing equality for all.

Also within the remit of the Resource is the Audit and Compliance service, which directs a programme of scrutiny and assurance across the council, including compliance with European grant award requirements; and the Central Research Unit, which provides briefings and analysis on social, economic and demographic situations and trends which may impact on decision-making, policies and resource allocations of the council and its communities.

The high standard and continuing professional excellence of our services is indicated by the awards and accolades received in the past year, which include:
- The council successfully gained Disability Confident Employer status in December 2016 replacing the Double Tick initiative.
- The council maintained its gold status in the Investors in People Standard.
- We strengthened our corporate Customer Service Excellence (CSE) application in 2016-17, allowing the current 11 award holders to not only maintain their awards but to continue to achieve and increase the total number of compliance plus statuses across a large number of indicators.
- The council became a Carer Positive organisation and became the first Scottish employer to sign up to the Dying to Work charter.

Key achievements for last year are listed on later pages (sections 2.1. and 4.2, and Annex 2) of this plan. Our achievements show the range of our contribution to the work of the council and its values, ambitions and objectives, and demonstrate that, in the midst of significant financial challenges, we continue to develop new approaches and enhance service delivery.

The financial outlook for the public sector continues to be challenging. Consequently, the main tasks in the coming year will be to continue the delivery of professional services to support the council through the difficult financial times ahead and ensuring that improvement continues to be at the forefront of our activities.

Together, the services provided by Finance and Corporate Resources ensure that the council is a well-governed, accountable, self-aware and improving organisation, equal to the challenges that lie ahead. In the coming year we will continue to provide excellent, professional services which support and add value to all the services delivered by the council.

Paul Manning
Executive Director
Finance and Corporate Resources

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the council continues to do everything in its power to protect and maintain vital services.

The overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

2.1. Resource Overview

Finance and Corporate Resources monitors a range of performance measures to ensure delivery of objectives and to maintain high standards.

The range of our activity and key performance measures are shown below.

Administration and Legal Services
- We achieved publication of final agenda papers and associated reports to 100% council committees and forums at least three days in advance of the meeting
- We successfully administered and allocated the Community and Voluntary Grant Application process throughout 2016-17
- Over 85% of Chief Executive enquiries were dealt with within the 10 day timescale, in line with corporate standards, and against a target of 70%
- Legal Services dealt with 2,358 new cases in 2016-17 and of these only six were outsourced
- With the abolition of the right to buy in July 2016, the Council House Sales team settled 259 house sales with a value of £9.3 million. This volume of transactions was double the amount compared with 2015-16
- Licensing and Registration – during 2016 a total of 2,114 Civic Government (Scotland) Act 1982 licences were processed. A total of 1,412 liquor licences (of various types) were processed, 793 Nationality Checking Service appointments were made and 95 placing request appeals processed. In 2016, we registered 7,113 events and carried out 554 civil ceremonies

Audit and Compliance service
- 94.7% of 2016-17 Audit Plan completed by 30 April 2017
- 100% of internal audit actions delivered on time
- We successfully completed the development and implementation of monitoring and compliance systems to align with revised European Union Regulations for the 2014-20 Programme

Communications and Strategy
- 2.4 million web visitors logged
- 44,555 digital tasks carried out
- 960 media enquiries logged
- 301 media jobs logged
- 9,209 production and print jobs completed
- 2,009 design jobs carried out
- Reduced council's outsourced print spend by 57.7% from £514,522 to £217,259

Finance Services
- The 2017-18 revenue budget was set to a value of £673 million following a savings requirement of £35 million against the previous year's revenue budget

- A three year Capital programme of £256 million for 2017-18 to 2019-20 was approved. This programme includes £42 million for the schools modernisation programme and £109 million for the new city deal programme, delivering roads and economic growth projects
- We completed delivery of the Corporate Finance Function, including payment of salaries, on time every time, to over 15,000 employees, and payment of 95% of invoices within 30 days
- We maintained the elected member remuneration and expenses scheme ensuring all relevant expenses were correctly recorded and in line with prescribed legislation
- We ensured all statutory returns to HM Revenue and Customs (HMRC) were met including VAT self assessment
- £170 million was spent with Small and Medium Enterprises (SMEs)
- We dealt with over 500,000 phone calls to our Customer Service's Centre
- We dealt with 260,000 enquiries at our Q and As
- We processed 5,200 Scottish Welfare Fund applications
- We processed 8,000 new Housing Benefit applications
- We processed 52,000 Housing Benefit changes to circumstances applications
- The 2016-17 Housing Revenue Account budget was set at a gross value of £96.1million, including a capital investment programme of £36.2 million

Information Technology Services

- We continued the modernisation of Information Technology (IT) in schools and learning establishments to support learning and teaching
- We implemented mobile working to 1,000 home carers
- We rolled out on-line forms on our website to allow citizens to more conveniently access council services
- We successfully delivered on a programme of upgrades and new IT solutions to help achieve council objectives, efficiencies and legislative change
- 28,222 IT helpdesk calls were answered
- 8,286 IT service requests were processed

Personnel Services

- We delivered professional personnel advice in respect of recruitment, employee wellbeing, maximising attendance and other personnel matters in respect of over 15,000 employees
- 317 public consultations were completed on the council's key policies, such as the budget process, rent setting and online access, involving the general public and specific focus groups
- 1,187 online vacancies were dealt with, leading to 19,546 applications
- 35,103 people undertook accredited training and 20,521 utilised Learn Online.
- We completed 212 premise audits/inspections, 110 fire risk audits and 13 traffic management audits

Additional performance information is also available in section 4.2. and Annex two of this Resource Plan.

2.2. Social Change, Legislation and Policies

2.2.1. The Financial Outlook
The outlook for public service finance continues to indicate that unprecedented cuts in budget will be a feature in the medium term.

For 2017-18 the council again saw a significant reduction in the level of government grant that was received from the Scottish Government, a trend that we expect to continue at least over the next three years.

In this challenging environment, Finance Services has prepared a medium term financial strategy. An update to the strategy for 2017-18 and beyond will be prepared in the first half of 2017-18.

The council faces increases in running costs, including pay, and when combined with the expected reduction in Government grant, the levels of savings in the coming years will continue to present a significant challenge.

For Finance and Corporate Resources, savings approved for 2017-18 totalled £3.1 million including cross-Resource reviews. In addition there will be a continuing need for the Resource to provide crucial professional support, guidance and leadership (in areas such as governance, partnership working, risk management, best value and continuous improvement) throughout the council.

2.2.2. Health and Social Care Integration

2016-17 saw completion of the first year of services being delegated to the Integrated Joint Board as a result of the Public Bodies (Joint Working) (Scotland) Act 2014. Work has continued during 2016-17 on the financial arrangements for the Board, including the establishment and reporting of the delegated budget. The council continues to provide financial support and guidance to the Board including the completion of their Annual Accounts.

2.2.3. Welfare reform

The Government's welfare reform programme is one of the most significant challenges facing providers of public services. The number of people affected by the changes will significantly increase from October 2017 onwards when South Lanarkshire working age benefit claimants will begin to transfer to Universal Credit. There will be continuing implications across the council and within Finance and Corporate Resources there is a requirement to support change through IT Services, Communications and Strategy, Finance Services, Legal Services and Personnel Services.

Public Sector Reform and challenges for local government

The findings of the Christie Commission on the future delivery of public services will continue to exert influence on local government in the coming years. The principles are that future service design and delivery must

- empower individuals and communities
- integrate service provision
- seek to prevent negative outcomes
- become more efficient by reducing duplication and sharing services

Priorities include the need for better long-term strategic planning, greater transparency in budget-setting and decision-making, enhanced oversight and accountability, greater focus on outcomes and the need to prioritise measures which will reduce demand and lessen inequalities.

2.2.4. Elections

Finance and Corporate Resources are responsible for co-ordinating arrangements for the delivery of the Local Government Elections (which took place on 4 May 2017), followed by a Snap General Election (which took place on 22 June 2017). Preparations in partnership with other Resources ensure legislative requirements and timescales are met in relation to nomination, polling, staffing and count arrangements.

Preparations for the new council followed the Local Government Elections in May 2017.

2.2.5. Statutory requirements

New and revised legislation will impact on the work of the Resource during 2017-18:

Statutory requirements – Finance and Corporate Resources	
Legislative Area	**Impact**
Accounts Commission and Audit Scotland requirements	The Head of Communications and Strategy will facilitate the council's preparations for Best Value and Public Performance Reporting via the Corporate Improvement Advisory Board. Appropriate actions and progress will be reported to the council's Risk and Audit Scrutiny Forum. The council's use of the Local Government Benchmarking Framework (LGBF) will be promoted and monitored, as this is part of our responsibilities under the Accounts Commission's Direction which determines the performance information that council's must publish locally each financial year
Air Weapons and Licensing (Scotland) Act 2015	Measures have been put in place to ensure the legislation is complied with.
British Sign Language Act	The council will begin to develop its first British Sign Language (BSL) plan in line with the national plan that will be produced in October 2017. There will be a duty to align our plan with the national priorities and to engage with our community in the development of the plan.
Children and Young People Act 2014	Work will be required over the next few years in respect of implementing the provisions of the Act including the role of the local authority as Corporate Parent, Children's Services Plans, the introduction of the Named Person concept, the extension of early years childcare, continuing care to looked after children, the provision of aftercare to eligible young people up to age 26, responsibilities to kinship carers and the introduction of the concept of wellbeing.
Community Empowerment (Scotland) Act	Further work will be required to implement the Act, including meeting the requirement to maintain a register of common good assets to enable certain bodies to buy abandoned or neglected land. Work will be required in considering the regulations and guidance on the participation request mechanism. To allow the council to consider arrangements for appeals made by community bodies, the Asset Transfer Panel, a Sub-Committee of the Housing and Technical Resources Committee, was established. There are significant implications for Community Planning, which included the requirement to prepare and publish a Local Outcomes Improvement Plan and relevant Locality Plans 2017-18, and new expectations in terms of engaging with local communities and enabling communities to participate in Community Planning.
Equality Act	The Head of Personnel Services will continue to monitor the implications of equalities legislation and report progress to the Equal Opportunities Scrutiny Forum against the council's mainstreaming equality report. This will include preparation for the 2017 mainstreaming report and an update of the equality outcomes in line with the refresh of the Council Plan Connect.
General Data Protection Regulation	Work will be required in implementing the General Data Protection Regulation.
Procurement Reform Act and EU procurement	The Head of Finance (Transactions) will ensure that the actions emanating from the council's Procurement Strategy, which was approved in the last financial year, are undertaken

Statutory requirements – Finance and Corporate Resources	
Legislative Area	**Impact**
Directives	effectively and that the council continues to comply with all procurement directives.
Public Bodies (Joint Working) (Scotland) Act 2014	The Public Bodies (Joint Working) (Scotland) Act 2014 resulted in the implementation of an Integrated Joint Board for Health and Social Care in South Lanarkshire from 1 April 2016. Delegated budgets are now in place and these are now being monitored by the Board. Work will continue to ensure we meet the challenges posed by these changes in terms of delivering financial and legal support/guidance to the Joint Board.
Public Records Act	Further work will be required in developing and implementing the council's Action Plan following consideration of the council's Records Management Plan by the Keeper of the Records at the National Records of Scotland. This work will be coordinated by the Information Governance Board.
The Trade Union Act 2016	The Trade Union Act 2016 was brought into law on 4 May 2016. The main provisions of the act place increased responsibilities on trade unions with regards to balloting thresholds; additional information on ballot papers; check off arrangement and reporting on facility time. This legislation will have an impact on how facility time is recorded and reported within the council and how we meet requirements of the legislation with regard to check off arrangements.
Welfare Reform Act and related Scottish legislation	The Welfare Reform Act continues to impact heavily on South Lanarkshire's residents, its economy and the council. The Executive Director of Finance and Corporate Resources is co-ordinating the council wide response and all services within our Resource are contributing to this effort, ranging from developing the IT systems required, monitoring budget implications, personnel and safety issues, communications and legal issues. In 2017-18 South Lanarkshire working age benefit claimants will begin to transfer to the new benefit known as Universal Credit. From this point onwards they will no longer be claiming housing benefit. Work will require to be undertaken in preparation of this change.
Other legislative changes	A range of other legislation will have an impact on council services, with corresponding implications for the Resource, particularly Legal Services. Legal Services will also be assisting with the council's response to any consultations/changes brought about in the field of Mental Health/Adults with Incapacity law and implementation of the Community Empowerment Act, amongst others.

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

2.3. The Council Plan, Community Planning and the Local Outcomes Improvement Plan (LOIP)

2.3.1. **Community Planning** is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed

to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes.

2.3.2. The legislation calls for the Community Planning Partners to develop a South Lanarkshire **Local Outcomes Improvement Plan (LOIP)** which covers the whole council area, setting out the local outcomes that the partners want to improve. The requirement is for a LOIP that demonstrates a clear, evidence-based, robust and strong understanding of local needs, circumstances and aspirations and how these can vary for different places and population groups in South Lanarkshire or between South Lanarkshire and Scotland as a whole.

The LOIP is seen as a key element in the delivery of public service reform at local level. It will provide a shared vision and focus and binds the public sector to making a decisive improvement on local outcomes. This can involve developing new and different ways of working, behaviour and performance under strong governance and accountability and operating arrangements.

The strategic themes of the CPP and the LOIP are clearly aligned to the Ambitions in the Council Plan, Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety and crime	Make communities safer, stronger and sustainable
Health and wellbeing	Improve health, care and wellbeing
Sustainable economic growth	Promote economic growth and tackle disadvantage
Tackling poverty and deprivation	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people

The Council Plan is considered in more detail in Section 3.

2.4.   Other commitments

2.4.1.   Partnership Working

Communications and Strategy co-ordinate the council's key partnership working arrangements through the Community Planning Partnership. As well as developing the strategic direction for the Partnership, including the SOA and the Partnership Improvement Plan, the service supports the work of the Partnership Board and the structures which sit underneath it. The service has also been closely involved with work relating to the integration of health and social care, working with NHS Lanarkshire on both internal and external communications aspects of the integration.

Administration and Legal Services provides advisory and administrative support to a number of partner committees/boards including:-

- Clyde Valley Learning and Development Joint Committee

- Corporate Connections
- Getting It Right for South Lanarkshire's Children's Board
- Lanarkshire Valuation Joint Board (LVJB))
- Safer South Lanarkshire Board
- SEEMiS (Education Management Information System)

- South Lanarkshire Area Support Team
- South Lanarkshire Cycling Partnership
- South Lanarkshire Public Protection Chief Officers' Group
- Sustainability Partnership

To stay abreast of the latest developments across Information Technology (IT) in the public sector and beyond, the council participates fully in the Local Government Digital Transformation Board, the Society of Information Technology Management (SOCITM) as well as many specific technical and user forums. In addition, the council shares data securely with the NHS and other partners in the Lanarkshire Data Sharing Partnership. The council provides data hosting services to several public sector organisations via the Scottish Government co-location register, and actively pursues opportunities to share IT development and operational costs with other bodies. Internal Audit, in partnership with NHS, provide an internal audit service to the Integrated Joint Board.

2.4.2. Service Reviews

During 2016-17, efficiency reviews of the following services were undertaken:
- Administration Services
- Advice Services
- Customer Services
- Employability Services
- Legal Services
- Policy and Strategy

The recommendations, action plans, savings and changes to service delivery for these and concluded reviews will continue during 2017-18 and beyond.

2.4.3. Equality and Diversity

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating discrimination, harassment and victimisation; promoting equality of opportunity; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation within the council and will work with others to do so in the South Lanarkshire area.

Finance and Corporate Resources has a key role to play delivering the council's equality outcomes, and will take forward the following key actions:
- Taking effective action on equality by identifying where individuals' needs are not being met
- Making the right decisions, first time around through effective consultation and engagement and carrying out impact assessments
- Developing better policies and practices based on evidence available locally and nationally
- Being more transparent, accessible and accountable
- Delivering improved outcomes for all by understanding the needs of the individuals

2.4.4. Sustainable Development

Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities.
The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Finance and Corporate Resources has a key role to play delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Duty Implementation Plan, and will take forward the following actions:
- Promote sustainable travel by employees

- Implement the Scottish Government public sector sustainable procurement flexible framework; increased awareness and use of sustainability tools
- Consider and implement increased use of Scottish Government's prioritisation and sustainability toolkits
- Continue to develop procurement processes to identify opportunities to enhance environmental outcomes for each contract
- Continue to utilise national public sector collaborative contracts for electricity, gas, water, biomass and fuel
- Continue to identify areas where energy and carbon reduction initiatives can be achieved by ensuring the ICT Carbon Reduction Plan is continually updated and reviewed
- Expand opportunities to implement environmental, social and economic benefits for our communities through our procurement practices including promoting implementation of the Living Wage
- Promote council strategies such as digital delivery in the form of use of, for example, the intranet/internet and hyperlinks
- Moving to a paper light committee administration system through the use of tablet devices for elected members and other appropriate officers
- Promote and enhance the council's biodiversity assets including extending local nature reserves
- Promote biodiversity activity through improved web and social media presence

2.4.5. Information Governance

Finance and Corporate Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy 2014-17. This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was submitted to the Keeper of the Records at the National Records of Scotland in December 2016. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Record Management Plan will be an integral part of the redevelopment of the council's Information Strategy which will be reviewed in 2017.

2.4.6. Top risks

To successfully manage risk, council and resource plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:
- Reduction in council funding, resulting in difficulties maintaining front line services
- Potential liability arising from claims of historic abuse
- Failure to maintain the required pupil/teacher ratio
- Information management not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
- The council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19

• Increasing levels of adverse weather

In the coming year, Finance and Corporate Resources will take forward all reasonable necessary actions, where appropriate to mitigate or reduce the Resources' exposure to these key risks.

2.4.7. Benchmarking

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement.

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our Public Performance Reports.
The results for all Scottish Councils and the family groups can be found on the online tool mylocalcouncil.

2.4.8. External Regulation and Inspection

Finance and Corporate Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment, performance and improvement

2.4.9. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.
The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

Section Three - The Council Plan - Connect

3.0. The Council Plan - Connect

The council's Vision to **'improve the quality of life of everyone in South Lanarkshire'** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.
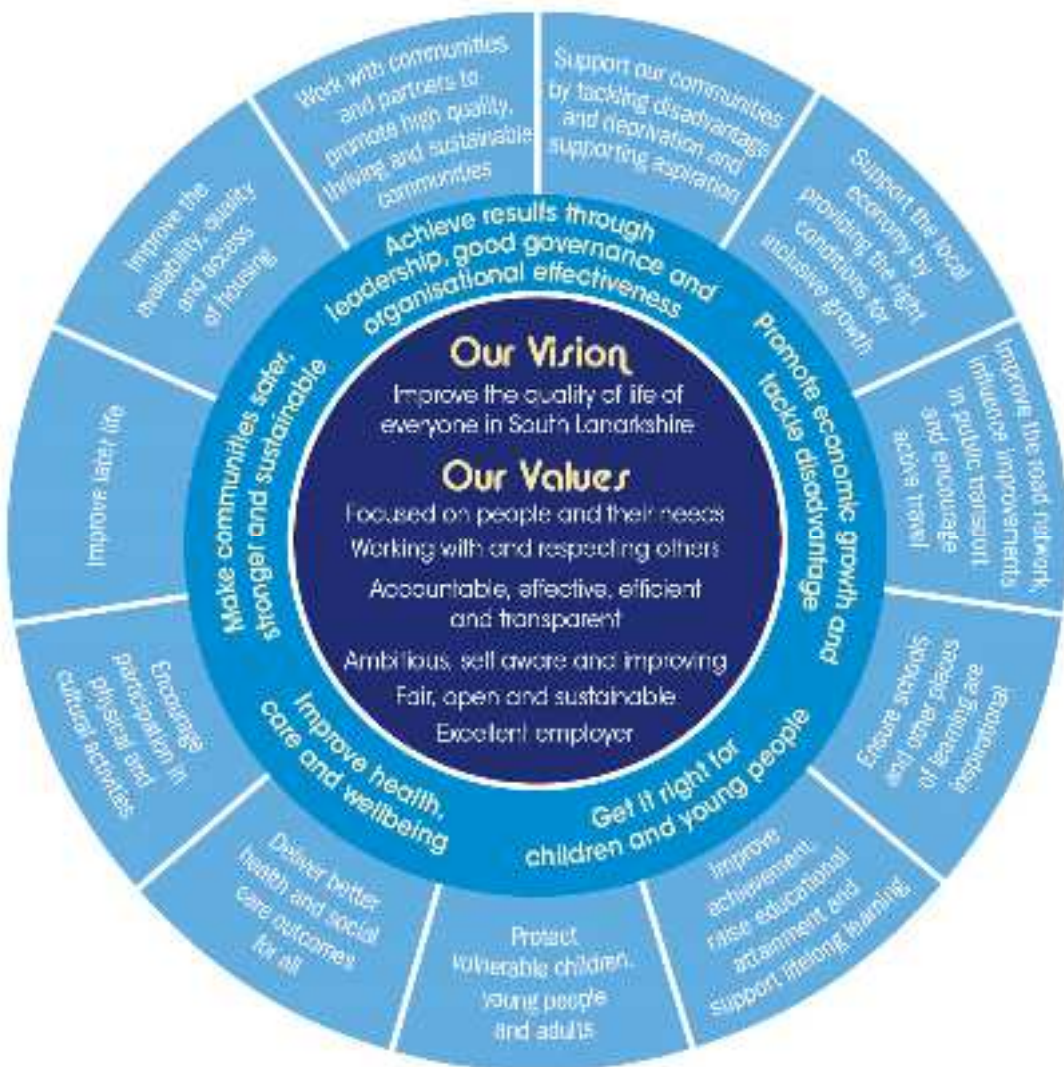
3.1. Resource Objectives

Finance and Corporate Resources has established the following Resource objectives to support the delivery of Connect objectives in 2017-18.

3.1.1. Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

By working towards this objective the council aims to ensure that communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well designed place to live. This should result in an increase in the proportion of service users/customers who feel satisfied with their engagement with council services.

To support the delivery of this Connect objective, Finance and Corporate Resources has developed the following 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

The main actions in this area will include: work to develop the first Local Outcomes Improvement Plan; implementation of measures within the Community Empowerment Act; continued implementation of the Community Engagement Framework; and increasing use of internet technologies to improve citizen interaction with council services.

3.1.2. Delivering the Plan and achieving Best Value
In working towards achieving the Connect Objectives, Finance and Corporate Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Finance and Corporate Resources has developed the following 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

The main actions in this area will include: the completion and communication of a new Council Plan Connect for the period 2017 to 2022, work to support elected members, the delivery of excellent core financial and legal services supported through internal audit, effective risk management and strengthening corporate governance and standards.
We will develop self-assessment both within the Resource and across the council, use IMPROVe (performance management system) to report against the Single Outcome Agreement, and continue to review the council's approach to performance management and improvement, taking account of feedback from the Accounts Commission and the public, and continuing our full engagement with the Local Government Benchmarking Framework. We will also concentrate on the development and delivery of robust financial strategies, provide core IT services to support council needs, and continue to implement the council's workforce strategy. There will also be significant work in co-ordinating and supporting a programme of service reviews across the council.

Section Four – Performance and Results

4.0. Introduction

In this section we report our key performance and results, based on Connect 2012-17 for the financial year just ended: 2016-17.

4.1. Performance against Resource Plan Objectives 2016-17

The Finance and Corporate Resource Plan for 2016-17 had 176 measures set against five of the Connect Objectives. Performance against these measures was as follows:

Council Objective	Green	Amber	Red	Report later	Total
Strengthen partnership working, community leadership and engagement	11	0	0	1	12
Provide vision and strategic direction	19	0	0	2	21
Promote performance management and improvement	13	0	0	1	14
Embed governance and accountability	66	4	0	5	75
Achieve efficient and effective use of resource	49	3	0	2	54
Total	158	7	0	11	176
%	90%	4%	0%	6%	100%

Key to performance monitoring system:

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	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

4.2.Key Achievements

The following table highlights achievements during the financial year 2016-17.

Council Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective:	**Achievement**
Facilitate communication and consultation	Budget consultation took place with representatives from the Citizens' Panel and other specific interest groups including Youth Council, Trade Unions, Seniors Together, Disability and Access Panel and Ethnic Minority Action group.
Improve customer experience of council services	Partnership working with Police Scotland, including Guide Dogs for the Blind, and a session for licensees to raise awareness of various issues. Introduction of a tactile exemption certificate for taxi/private hire car drivers
	Implemented on-line forms on council website to allow citizens to more conveniently access council services (for example, outwith business hours)

Council Objective: Provide vision and strategic direction	
Resource Objective:	**Achievement**
Effectively develop and communicate our vision, values and policies	The Council Plan Connect has been refreshed for the period 2017-22. The draft document was presented to the Executive Committee on 8 March 2017. Following further consultation, it will be presented to the new council after the summer.

Council Objective: Promote performance management and improvement	
Resource Objective:	**Achievement**
Develop improvement activity within the council	The Local Scrutiny Plan prepared by the Local Area Network (external scrutiny agencies) did not identify any risk-based scrutiny for the council in 2016-17 therefore no specific actions were required. This was reported to CMT and Executive Committee.

Council Objective: Embed governance and accountability	
Resource Objective:	**Achievement**
Provide sound financial stewardship for the council	Completion of unaudited accounts in line with statutory deadlines and clear audit certificate across council and all related bodies' accounts
Support the local democracy and the democratic functions of the council	Successful delivery of Scottish Parliamentary Elections and EU Referendum and commenced arrangements for the Local Government Elections in May 2017.

Council Objective: Achieve efficient and effective use of resources	
Resource Objective:	**Achievement**
Develop and implement an effective Financial Strategy	Declared Council Tax in line with statutory timescale.

Council Objective: Achieve efficient and effective use of resources

Resource Objective:	Achievement
Develop and implement an Information Technology Strategy that meets business needs	Password strengthening policy implemented across the council's network

Additional performance information is also available in section 2.1. and Annex two of this Resource Plan.

4.3. Key measures not achieved

No measures have been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2016-17 Resource Plan.

4.4. Benchmarking

A full progress report on the Resource Plan 2016-17 is available from the performance management system IMPROVe – all Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's Annual Performance Report and Public Performance Reports.

Finance and Corporate Resources benchmarks its performance over nine Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service published the 2015-16 results (with the draft 2016-17 results due at the end of 2017).

Support services as a % of total gross expenditure (CORP 1)			
Year	2013-14	2014-15	2015-16
South Lanarkshire Council	4.0%	4.2%	4.1%
Scotland	5.1%	5.1%	5.2%
This indicator calculates the proportion of the total cost of running the council that is spent on support services like Finance, Legal services, Human Resources, IT, Internal Audit, Procurement and Asset Management. In 2015-16 the percentage decreased by 0.1% compared with the 2014-15 result and we continue to perform better than the Scottish average result.			

Cost of democratic core per 1,000 population (CORP 2)			
Year	2013-14	2014-15	2015-16
South Lanarkshire Council	£25,730	£25,866	£24,637
Scotland	£32,025	£31,002	£29,559
The democratic core is an important support function provided by council officers for elected members, including external audit, treasury management and the production of the Annual Accounts. The cost of the democratic core per 1,000 population decreased in 2015-16 both for South Lanarkshire and across Scotland.			

The % of the highest paid 5% exployees who are women (CORP 3b)			
Year	2013-14	2014-15	2015-16
South Lanarkshire Council	47.8%	48.0%	47.9%

| Scotland | 50.7% | 51.7% | 51.9% |

It is possible to measure equality of opportunity in an organisation by considering the percentage of highest paid employees who are women. Our performance in 2015-16 fell slightly to 47.9% which was due to personnel changes at a senior level, however, this should improve in 2016-17 due to recent appointments. Our rigorous approach to recruitment continues to ensure we appoint the best candidate regardless of age, gender, disability, ethnicity, sexual orientation or transgender identity and we continue to encourage applications from the widest possible range of candidates by being an employer of choice.

The gender pay gap (CORP 3c)			
Year	**2013-14**	**2014-15**	**2015-16**
South Lanarkshire Council	N/A	N/A	8.1%
Scotland	N/A	N/A	4.5%

The gender pay gap is a new indicator to measure equality and year on year comparisons will be possible as more data is available. It is difficult to make comparisons against the Scottish average due to different ways in which the councils organise their workforce, including arms length and direct labour organisations.

Sickness absence days per Teacher (CORP 6a)			
Year	**2013-14**	**2014-15**	**2015-16**
South Lanarkshire Council	7.4 days	6.9 days	6.5 days
Scotland	6.1 days	6.3 days	6.1 days
Sickness absence days per employee (non teacher) (CORP 6b)			
Year	**2013-14**	**2014-15**	**2015-16**
South Lanarkshire Council	10.0 days	11.1 days	10.3 days
Scotland	10.3 days	10.8 days	10.6 days

Absence for both teaching and non teaching staff continues to improve as a result of absence being prioritised through the centralised personnel function. The introduction of automated referrals has helped response times when managers and employees identify a need and the continued development of early intervention supports are offering a wide range of assistance to ensure employees are able to return not only more quickly but more healthily to work.

% Invoices paid within 30 days of receipt (CORP 8)			
Year	**2013-14**	**2014-15**	**2015-16**
SLC	87.2%	94.8%	95.8%
Scotland	91.9%	92.5%	92.8%

Our performance in paying invoices on time continues to improve and exceed the Scottish average in 2015-16. Increased performance is as a result of a reduction in the invoices received in 2015-16, primarily due to the promotion of consolidating invoices and payments to be processed. The number of invoices received year-on-year can fluctuate due to supplier demand and this has been demonstrated in previous years.

Cost per dwelling of collecting Council Tax (CORP 4)			
Year	**2013-14**	**2014-15**	**2015-16**
SLC	£14.33	£11.35	£7.60
Scotland	£12.13	£10.95	£10.34

The cost of council tax collection decreased by 33% from £11.35 to £7.60 in 2015-16 and is well below the Scottish average of £10.34. This was due to an anticipated reduction in legal costs as a result of a change in debt management contract arrangements and brings us into line with most other Scottish councils.

% Percentage of income due from Council Tax received (CORP 7)			
Year	**2013-14**	**2014-15**	**2015-16**
SLC	95.7%	95.8%	95.9%
Scotland	95.2%	95.5%	95.7%

The annual Council Tax collection target for South Lanarkshire Council in 2015-16 was exceeded with 95.9% of Council Tax received. In addition, the result was better than the Scottish average of 95.7%. The council aims to improve performance each year in order to increase revenue collection.

4.5.   Customer Views

4.5.1. South Lanarkshire Household Survey 2014

The council conducted its latest Household Survey in Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the 'general service' provided by the council, key 'council services' and recommend areas for improvement. As a result of this feedback Finance and Corporate Resources will take forward all reasonable actions, where appropriate to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the Action Plan at section 6. Our next Household Survey will be conducted in 2017.

4.5.2. Consultation

As part of the council's general approach to policy and strategy development it conducts regular consultation with a wide range of stakeholders and representative groups both internally and externally. Annually over 300 consultations are conducted via a range of methods to ensure Resources and Services have an accurate understanding of the needs of individuals and wider communities. This activity is essential in ensuring the council is delivering and achieving the aims and objectives as set out in the Council Plan Connect.

Budget consultation: As part of the 2017-18 annual budget setting process, the council undertook a face to face public consultation exercise involving representatives from the Citizens' Panel and specific interest groups like the Employee Network, Trade Unions, South Lanarkshire Youth Council, Seniors Together, the South Lanarkshire Disability Partnership and Access Panel and Lanarkshire Ethnic Minority Action group. The focus of the consultation changes each year depending on the savings proposed and the budget priorities. The public were also invited to comment on budget and savings issues through a dedicated email address. The results from the public consultation were advised to all elected members.

The council undertook a consultation process with tenants groups, the Tenant Participation Co-ordination Group and the Housing Budget Scrutiny Panel on the Housing Revenue Account budget proposals including investment priorities, rent rise options and savings proposals.

With a view to continued improvement of engagement with communities, a refresh of the Citizens' Panel will take place to provide as representative a group as possible

4.6.Areas for improvement

Finance and Corporate Resources is committed to continuous improvement. As part of this process, we monitor our performance, participate in benchmarking activities, and acknowledge the results of consultations and feedback from complaints. We use this information to develop and improve the services we provide.

During 2017-18, we will take forward the following key areas for improvement:
- Improve the telephony systems available in our customer contact centres through the implementation of Skills Based Routing software
- Implement the 'paper light' approach to the decision-making process for the new council
- Extend the use of Personnel self-service provision for selected IT systems to reduce costs and improve service
- Improve process flows within IT service by reduced handling
- Introduce self-service facility for IT Service Desk Calls
- Introduce agile project management techniques within IT Services to speed up software development process

Section Five – Resourcing the Plan

5.0. Introduction
In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue and Capital Resources 2017-18
The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years 2017-18 and 2018-19. The medium-term strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, an updated strategy for 2017-18 was approved by elected members on 6 July 2016, which updated the assumptions specifically for that year. The final budget position for the year 2017-18 was reported to members on 16 February 2017.

The council also has a longer-term strategy covering 2019-20 to 2025-26 which identifies issues likely to impact on the budget as we move into this period.

A new three year Capital Programme covering the three years from 2017-18 to 2019-20 was also approved by the council on 16 February 2017. This confirms the capital spending plans and funding for the three year period.

5.2. Revenue Budget 2017-18
The Resource has a Net Revenue Budget of £35.938 million for 2017-18. This reflects a transfer of £11.425 million from Housing and Technical Resources, following special committee approval. The table below allocates this budget across the services:

2017-18 NET Budget by Service	2017-18	
Detail	**£ million**	**%**
Finance and Audit Services	17.115	47.6
Information Technology Services	5.364	14.9
Administration, Legal and Licensing Services	5.599	15.6
Communications and Strategy	1.092	3.1
Personnel Services	6.768	18.8
Total	**35.938**	**100.0**

5.3. Capital Budget 2017-18

The following capital budget of £1.706 million is allocated to the Resource for 2017-18:

Capital Programme 2017-18	
Project	**£ million**
IT Infrastructure/Telephony and Productivity	1.026
New FMS Modules and Systems Development	0.030
Customer Contact Centre	0.180
Mobile Working	0.470
Total	**1.706**

5.4. Resource Employees

Finance and Corporate Resources has 1,101 employees as at the end of March 2017. We support these employees to deliver their duties through a range of policies including supervision, personal appraisal and a robust training framework.

We are committed to supporting our employees in undertaking their duties and provide a range of preventative and early intervention strategies to maximise attendance. We recognise the importance of work life balance in today's society and offer a number of family friendly and flexible working initiatives.

The number of employees by service is as follows:

Service	Number of employees
Finance and Audit Services (Note 1)	612
Information Technology Services	122
Administration, Legal and Licensing Services	118
Communications and Strategy	49
Personnel Services	200
Total	**1,101**

Note 1: The significant increase compared to last year's figure is as a result of the implementation of the Finance Review and specifically the transfer of Benefits and Revenues, Customer Services, Finance and Procurement staff from other Resources.

Section Six – Action Plan

6.0. Resource actions for 2017-18

This Action Plan identifies the Resource objectives and associated actions for 2017-18. The Lead Officer responsible for each action and the related measures are identified. Connect objectives are listed in the order in which they appear in the Council Plan progress reports and the reference numbers link directly to the Connect next steps which are reported against the Council Plan at Quarter 2 and Quarter 4 each year.

Key to Links:	
ADM – All Directors Measure	LGBF– Local Government Benchmarking Framework
ASBS – Anti-social Behaviour Strategy	LTS – Local Transport Strategy
BDIP – Biodiversity Duty Implementation Plan	SDS – Sustainable Development Strategy
CMP – Carbon Management Plan	SOA – Single Outcome Agreement
Connect – The Council Plan Connect 2017-22	LSP – Local Scrutiny Plan
CSS – Community Safety Strategy	EQA – Equality Act 2010

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Lead Community Planning			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
1.Implement the provisions of the Community Empowerment Act	Progress work in relation to the council's response to the Community Empowerment (Scotland) Act 2015	Connect 6.5 SOA	Head of Comms and Strategy

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Facilitate communication and consultation on the council, its policies and its services			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
2. Use new technology to ensure that consultation and community engagement are carried out to a consistent standard	Record and report upon outcomes of consultation across the council on the consultation database	Connect 6.10	Head of Personnel Services
3. Promote awareness of the council, its policies, role and services	Ensure effective communications using all digital and print formats/channels		Head of Comms and Strategy

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Improve customer experience of council services			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
4. Ensure that the council's website facilitates effective communications between customers and the council	The council's website will be available to the public 98% of any given working day		Head of IT Services/Head of Comms and Strategy
	As more residents access the website through mobiles and tablets, review structure and edit content to meet users' needs and priorities, including regular user experience testing, surveys and focus groups with employees and members of the public		Head of Comms and Strategy
5. Support Continuous Improvement programmes to improve customer service delivery and ensure best use of resources	Assess existing and new customer insight/profiling methods which can be used to support service review and delivery		Head of Personnel Services
	Deliver and support service delivery improvement projects through, for example Lean		
	Customer consultation further tailored to ensure meets customer needs		Head of Admin and Legal Services
6. Help community organisations and partners communicate effectively and reduce costs	Improve access to the council's print services and communications services for other public sector and community organisations		Head of Comms and Strategy

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Other actions in support of this objective			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
7.Support the council's Sustainable Development Strategy	Promote sustainable travel by employees through the efficient use of fleet vehicles, greater use of public transport, car sharing, walking and cycling	SDS	Head of Personnel Services
8.Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014-15)	ADM SDS	Head of Personnel Services
9.Implement the Climate Change Duties Compliance Improvement Action Plan	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	ADM SDS	Head of IT Services

Delivering the Plan and achieving Best Value			
Resource Objective: Provide sound financial stewardship for the council			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
10.Deliver a core Finance function that meets the requirements of the council and external stakeholders	Provide a core accountancy function to provide financial advice and support as required		Head of Finance Services (Strategy)
	Employees will be paid correctly and on time		Head of Finance Services (Transactions)
	The cost per dwelling of collecting Council Tax – Target £10.00	LGBF	
	Percentage of income due from Council Tax received by the end of the year – Target 97.125%	LGBF	
	Other Council Tax targets: - in year (incl water) 95.3%	Connect 12.1	
	Other Council Tax targets: - in year (excl water) 95.8%	Connect 12.1	
	Other Council Tax targets: - arrears collection target £3.25m		
	Non Domestic rates - achieve income target of 97.8%		
	Sundry debt – Target 98%		
	Factoring – Target 80.0%		
	Benefits Administration: - Average processing times for new claims. Target 21 days		
	Benefits Administration: - Change of circumstances - Target 9 days		
	Benefits Administration: - Accuracy of processing -Target 91.25%		

Delivering the Plan and achieving Best Value

Resource Objective: Provide sound financial stewardship for the council

Action	Measures and timescales	Connect Reference / Links	Responsibility
	Benefits Administration: - Gross admin cost per Housing Benefit/Council Tax Reduction (HB/CTR) case - Target £26		
	Creditors are paid correctly and on time in accordance with standing orders and contractual terms: Percentage of invoices sampled that were paid within 30 days – Target 85%	Connect 12.1 LGBF	
	All responsibilities in relation to VAT, PAYE and other excises are declared and paid within agreed timetable		
	Deliver Treasury Management function as regulated by statute and Codes of Practice to provide committee with quarterly updates on treasury activity. This includes the Annual Activity report to be completed by September		
	Support Services as a percentage of total gross expenditure	LGBF	Head of Finance Services (Strategy)
	Participate in financial monitoring and stewardship of the Integrated Health and Social Care Joint Board		
	Participate in financial monitoring and stewardship of Glasgow City Region City Deal Project	Connect 12.1	
11. Effectively Implement Changes to Teachers pay and leave conditions	Implement the required changes to the payroll system by December		Head of Finance Services (Transactions)/ Head of Personnel Services
12. Control Capital and Revenue budgets, including trading accounts and Housing Revenue Account	Ensure effective management of all Resource budgets and business plans to achieve agreed financial targets		Head of Finance Services (Strategy)
13. Prepare Annual Report and Accounts	Accounts for the council and all related/ supported bodies including the Integrated Health and Social Care Joint Board, Valuation Board and related charities completed by 30 June and receipt of clear audit certificate by 30 September	Connect 12.1	Head of Finance Services (Strategy)
14. Prepare and set Revenue Budget and declare Council Tax by statutory date. Ensure link with budget and service	Declare Council Tax and obtain council approval of budget by February		Head of Finance Services (Strategy)

Delivering the Plan and achieving Best Value

Resource Objective: Provide sound financial stewardship for the council

Action	Measures and timescales	Connect Reference / Links	Responsibility
planning			
15. upport the delivery of Early Years 1,140 hours national priority implementation August 2020	Contribute to the Early Years 1,140 hours strategic review group in Education and support Education Resources on the financial implications of the new Government's priority		Head of Finance Services (Strategy)
16. Ensure council commitment to maintaining teacher numbers and pupil teacher ratio for September 2017 census	Maintain teacher numbers at the annual census in order to meet council commitment and maintain funding streams	Connect 10.0	Head of Finance Services (Strategy)/ Head of Personnel Services
17. Lead on the financial management implication of Pupil Equity Funding 2017-18	Issue financial guidance to support financial management arrangements and control and governance requirements of Pupil Equity Funding		Head of Finance Services (Strategy)
18. Provision of financial services support including year end accounts and revenue monitoring to external organisations	Complete successful year end process for external organisations and provision of financial services to partner organisations including monthly, quarterly and year end management and financial statements	Connect 12.10	Head of Finance Services (Strategy)

Delivering the Plan and achieving Best Value

Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures and timescales	Connect Reference / Links	Responsibility
19. Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance (Resource)	ADM	Head of Comms and Strategy
	Deliver annual Resource Plan and review suite of measures for coverage and relevance (council-wide)	Connect 12.2	
20. Communicate our vision, values and policies	Continue to promote key strategic plans and strategies	Connect 12.2	Head of Comms and Strategy
21. Ensure that high standards of governance are	Develop and deliver the annual council Governance Statement by due date (council-wide)		Head of Admin and Legal Services

Delivering the Plan and achieving Best Value

Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures and timescales	Connect Reference / Links	Responsibility
being exercised	Complete Resource Governance self assessment by due date and develop actions to address non-compliant areas (Resource)	ADM	
	Deliver annual risk management work plan including review of risk registers	Connect 12.10	Head of Finance Services (Transactions)
	80% of risk control actions completed by due date (council-wide)	Connect 12.10	
	80% of risk control actions completed by due date (Resource)	ADM	
	Review of the council's top risks to be completed		
22. Support and facilitate open and transparent governance and decision making arrangements	Feedback from 'end of council term' consultation to be considered as part of the arrangements for the new council		Head of Admin and Legal Services
	Review committee administration procedural arrangements following the roll-out of tablet devices and work towards implementation of Phase 2 of the project		
23. Promote high standards of Information Governance	Take forward a programme of improvement actions in support of the Information Strategy, Records Management Plan and Internal Audit Plan		Head of Admin and Legal Services
	Continue to develop South Lanarkshire Council's Records Management Plan following the Keeper's Assessment		
	Continue to strengthen the good information governance culture in the council through the continued programme of communication to promote the themes of the Information Strategy, Information Security and Records Management Plan		
	Support the continued learning and development of our employees in the area of information governance		
	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented (Resource)	ADM	
	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented (council-wide)	Connect 12.2	
24. Provide an effective grant claims	Grant claims are ready for submission in line with Scottish Government time-scales		Audit and Compliance

Delivering the Plan and achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
management service	Percentage error rate of claims submitted to be no greater than 2% (European Union materiality threshold)		Manager
25. Provide assurance that Internal Audit delivers an independent and objective opinion to the council	Evidence compliance with Public Service Internal Audit Standards (PSIAS) through completion of an external assessment of audit practices against this Standard	Connect 12.8	Audit and Compliance Manager
26. Deliver an effective internal audit service	Completion of Audit Plan and issue of draft reports by 30 April		Audit and Compliance Manager
	Audit and Compliance Manager to meet Resources on a six monthly basis		
	Prepare a Statement of Assurance by 30 May	Connect 12.2	
	90% of audit actions completed by due date (council-wide)	Connect 12.2	
	90% of audit actions completed by due date (Resource)	ADM	
27. Compliance with statutory response timescales for information in terms of FOISA, EI(S)Rs and for subject access requests under the DPA Note: results should be considered in the context of the number of requests received	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (Resource)	ADM	Head of Admin and Legal Services
	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide)	Connect 12.2	
	90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (Resource)	ADM	
	90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (council-wide)		
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days (Resource)	ADM	
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days (council-wide)		
	Assist the council in relation to preparations for the implementation of the General Data Protection Regulation on 25 May 2018. Including the provision of legal advice and supporting guidance on behalf of the Information Governance Board (IGB). Provide general support to the IGB in its administration. Monitor progress and provide quarterly updates to the Corporate Management Team		

Delivering the Plan and achieving Best Value

Resource Objective: Support local democracy, council committees, elected members and senior managers

Action	Measures and timescales	Connect Reference / Links	Responsibility
28.Provide support to elected members	Deliver an ongoing learning and development programme for elected members throughout the year	Connect 12.3	Head of Admin and Legal Services
	Provide ongoing IT support to elected members, particularly in relation to the roll out of the tablet devices	Connect 12.7	
29. Administer the council's Committees, Forums and Joint Boards effectively	100% agendas issued to meet statutory requirement of three clear days		Head of Admin and Legal Services
	Continue co-ordination of the decision-making timetable for the period of the council		
	Provide support to the four Divisional Licensing Boards		
30.Provide support to Chief Executive in relation to correspondence, enquiries, consultations and complaints	Achieve 85% of substantive responses within 10 days of receipt		Head of Admin and Legal Services
31.Support the democratic functions of the council	Manage election and referendum processes as required and in accordance with the requirements of the Electoral Commission	Connect 12.3	Head of Admin and Legal Services
	Encourage local democracy through support for Community Councils		
	Continue development of the Election Management System		
	Cost of Democratic Core per 1,000 Population	LGBF	

Delivering the Plan and achieving Best Value

Resource Objective: Deliver professional legal services

Action	Measures and timescales	Connect Reference / Links	Responsibility
32. Ensure that Licensing and Registration Services are provided professionally and promptly	Civic Government licensing processing target – 85% within service targets		Head of Admin and Legal Services
	Statutory Civic Government (Scotland) Act 1982 statutory timescales - 100% within service targets		
	Liquor licensing processing target - 85% within service targets		
	Registration processing target - 90% within service targets		
	Nationality and Settlement Checking Service processing target - 90% within service targets		
	Citizenship processing target - 90% within service targets		
	Complaints processing target - 85% within service targets		
33. Ensure that professional legal advice is provided in respect of the council's daily business	Legal Services will provide professional and appropriate advice		Head of Admin and Legal Services
	The Licensing and Registration Section will provide professional and appropriate advice		
	Legal services will meet the target of 7,750 chargeable hours per quarter in respect of legal services provided, including: contract law, procurement, conveyancing, tribunal hearings, court actions and legal advice		
	Legal services will report quarterly on the number of cases opened and closed in the year to date		

Delivering the Plan and achieving Best Value			
Resource Objective: Promote equality and the wellbeing of staff			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
34. Ensure that the council meets its obligations under Health and Safety legislation	Ensure that Resource Health and Safety documented management arrangements reflect the requirements of the Occupational Health and Safety Management System		Head of Personnel Services
	Completion of the Resource Action Plan to improve safety performance		
	% of audit actions completed		
	Number of accidents per 1,000 employees (council-wide)	Connect 12.9	
	Consideration of the findings of the Glasgow Bin Lorry Fatal Accident Inquiry and implementation of improvement actions where deemed appropriate		
35. Ensure the council effectively promotes and provides access to well being supports.	Seek opportunities to promote and effectively communicate wellbeing information and activities to our employees		Head of Personnel Services
36. Raise awareness of equality obligations throughout the council	Use equalities monitoring information to identify areas where employee diversity could be targeted to reflect community make-up	Connect 12.5 EQA	Head of Personnel Services
	Equalities training will be provided to employees and elected members via a combination of e-learning and one to one training	EQA	
37. Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Use equality data and equality impact assessments to ensure services are meeting the needs of all parts of the community. Where appropriate implement a programme of communication and events to raise awareness of the council's obligations and progress under PSED and publish on the intranet and website	Connect 12.5 EQA	Head of Personnel Services
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes (Resource)	ADM EQA	
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes (council-wide)	Connect 12.5 EQA	
	Number of policies recommended, not recommended, or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures (Resource)	ADM EQA	

Delivering the Plan and achieving Best Value

Resource Objective: Promote equality and the wellbeing of staff

Action	Measures and timescales	Connect Reference / Links	Responsibility
	Number of policies recommended, not recommended, or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures (council-wide)	EQA	
	The % of the highest paid 5% employees who are women	Connect 12.5 LGBF EQA	
	The gender pay gap between average hourly rate of pay for male and female council employees	Connect 12.5 LGBF	
38. Ensure equality in pay, linked to protected characteristics in line with duties	Monitor, review and revise the equal pay action on an ongoing basis	EQA	Head of Personnel Services

Delivering the Plan and achieving Best Value

Resource Objective: Develop and implement effective Financial Strategies

Action	Measures and timescales	Connect Reference / Links	Responsibility
39. Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements	Complete the update of 2018-19 financial strategy by summer 2017	Connect 12.6 Financial Strategy	Head of Finance Services (Strategy)
	Ensure ongoing effective communication and consultation on financial issues with elected members and Executive Directors		
	Manage the implementation of Welfare Reform throughout the council, including leading the council's Welfare Reform Monitoring Group	Connect 12.6	Head of Finance Services (Transactions)
40. Develop a Treasury Management Strategy to minimise risk and support the overall Financial Strategy for the council	Prepare the Annual Treasury Management and Investment Strategies and Prudential indicators by February and report on achievement by September	Treasury Management Investment Strategies	Head of Finance Services (Strategy)
41. Deliver effective operation of service functions within budget	Ensure revenue and capital expenditure is within budget		All Heads of Service
42. Implement the Procurement Strategy Action Plan	Complete actions in action plan within the agreed timescales	SDS	Head of Finance Services (Transactions)

Delivering the Plan and achieving Best Value			
Resource Objective: Implement a Digital and ICT Strategy that meets business needs			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
43. Deliver the core business of IT Services to support council Resources	Critical Business Systems will be available to council Resources for 98% of core business time		Head of IT Services
	95% of Help Desk calls will be achieved within Service Level Agreement (SLA) targets		
	95% of IT Hardware and Software installations will be achieved within SLA targets		
44. Communicate our vision, values and policies	IT Services will, in consultation with the council's ICT Programme Board, regularly report progress on the council's Corporate Management Team (CMT) themes in respect of IT priorities	Connect 12.7	Head of IT Services
	IT Services will maintain 95% of current ICT projects at green/complete at any given point in the service planning year		
	IT projects delivered to support the CMT priority theme of Mobile Working will include implementation of the mobile working solution for Roads service		
	IT project delivered to support the CMT theme of Customer Contact and Transactional Working will include implementation of MyAccount functionality for citizen authentication to access on-line council services		
	IT project delivered to support the CMT theme of Health and Social Care Integration will include implementation of effective collaboration solutions between the council and NHS Lanarkshire		
45. Manage and deliver effective IT Security	Security polices and frameworks will be maintained to current national and international standards including accreditation to the Public Sector Network (PSN)		Head of IT Services
	Security polices in respect of employee use of IT assets will be current and well communicated		
	Appropriate technical and software measures will be in place at all times to minimise the risk of IT asset loss due to malware or infrastructure attacks		
	Formal business continuity plans and processes are in place for the council's business critical information systems		

Delivering the Plan and achieving Best Value

Resource Objective: Implement a Digital and ICT Strategy that meets business needs

Action	Measures and timescales	Connect Reference / Links	Responsibility
	95% of scheduled backups will be successfully completed within the agreed service levels		
46.Manage and deliver sustainable IT Services	IT Contracts and Services will include compliance with, or exceed, National and European legislation in respect of acquisition and disposal of IT assets		Head of IT Services
	IT Services will implement the actions from the council's Carbon Reduction Plan as they apply to IT Services		
47.Contribute to National Programmes on Shared Services	The council's Data Centre at CAIRD will continue to be offered as a shared service to the Scottish Public Sector and beyond		Head of IT Services
	IT Services will engage with the Scottish Local Government Digital Transformation Board to identify opportunities for shared technology and projects where appropriate		

Delivering the Plan and achieving Best Value

Resource Objective: Develop improvement activity and promote scrutiny

Action	Measures and timescales	Connect Reference / Links	Responsibility
48. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Lead, facilitate and contribute to best practice, self evaluation and improvement activity across the council and with other agencies		Head of Comms and Strategy
	Engage in self evaluation activity and take forward any improvement actions (Resource)	ADM	
	Engage in self evaluation activity and take forward any improvement actions (council wide)	Connect 12.8	
	Ensure that the planned scrutiny activity arising from the Local Scrutiny Plan based on the shared risk assessment process is addressed	Connect 12.8	
	Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery (Resource)	LGBF ADM	
	Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery (council-wide)	Connect 12.8	
	Lead the council's approach to benchmarking based on Local Government Benchmarking Framework Family Group activity, case studies and other benchmarking activity	LGBF	
49. Lead on compliance with the national complaints handling procedures as determined by the Scottish Public Services Ombudsman (SPSO)	Maintain awareness of the process and learning from complaints through quarterly and annual reporting	Connect 12.10	Head of Personnel Services
50. Deliver the reporting framework for the new Council Plan through IMPROVe	Deliver Quarter 2 and Quarter 4 Connect progress reports to the CMT and Executive Committee via IMPROVe	Connect 12.2	Head of Comms and Strategy
51. Review the council's approach to performance management on an ongoing basis	Continue to appraise the council's approach to Public Performance Reporting (PPR) taking account of Audit Scotland's Direction	Connect 12.2	Head of Comms and Strategy

Delivering the Plan and achieving Best Value

Resource Objective: Develop improvement activity and promote scrutiny

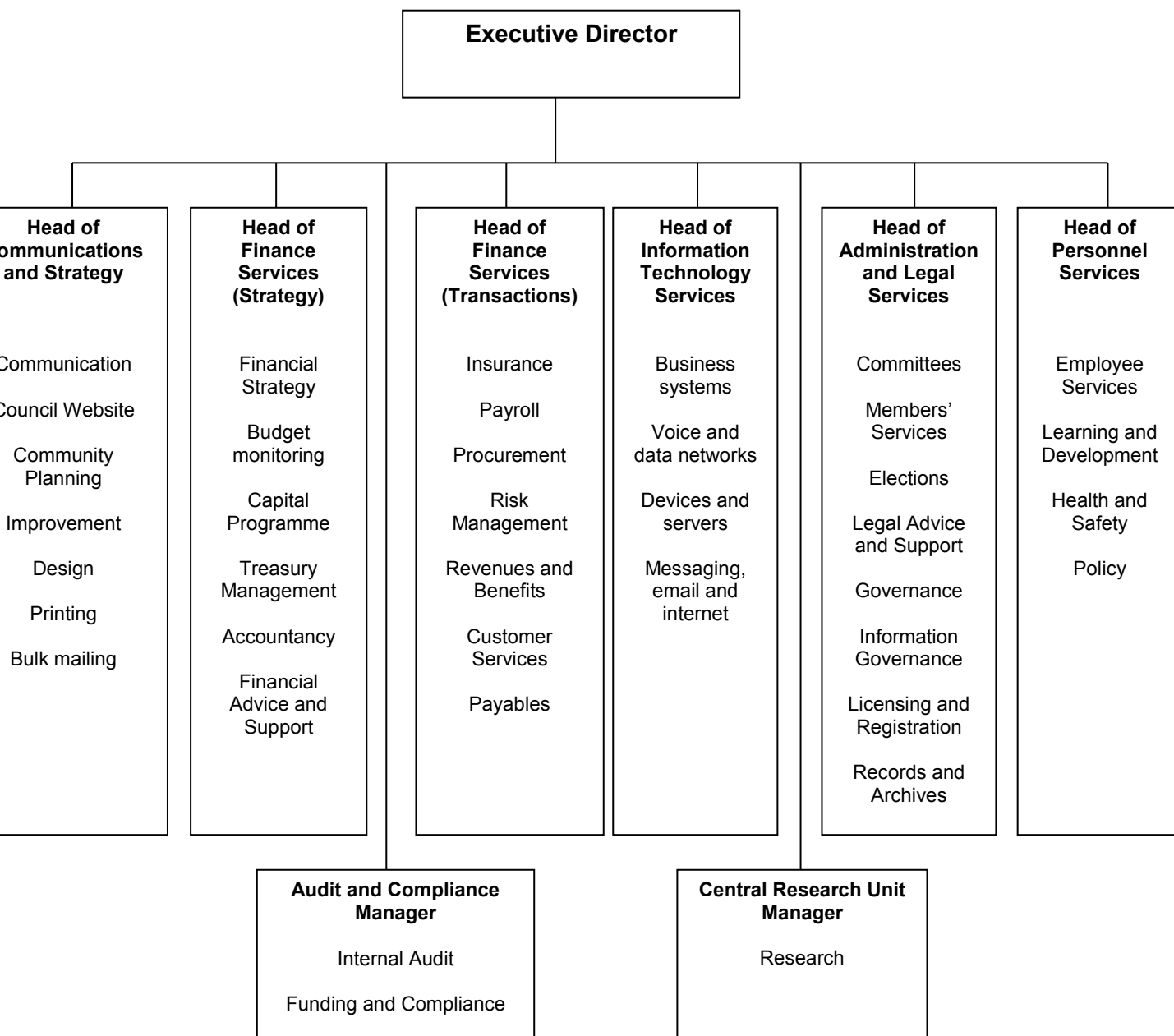| Action	Measures and timescales	Connect Reference / Links	Responsibility
52. Promote the council's approach to employee performance management through Performance Appraisals	Communicate and roll out the revised Performance Appraisal and behaviours framework		Head of Personnel Services
53. Implement Efficient Government Policy and Action Plan	Prepare an annual Efficient Government Statement by due date showing levels of efficiencies achieved	Connect 12.2	Head of Finance Services (Strategy)

Delivering the Plan and achieving Best Value

Resource Objective: Improve the skills, flexibility and capacity of the workforce

Action	Measures and timescales	Connect Reference / Links	Responsibility
54. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Design, co-ordinate and monitor the delivery of council wide Learning and Development Plans in partnership with the Learning and Development Boards		Head of Personnel Services
	Co-ordinate and monitor the delivery of core L&D activities identified via the Resource Health and Safety Matrices	Connect 12.9	
	Increase the level of channel shift from classroom based L&D activities to e-learning		
	Increase in-house delivery of L&D classroom based activities previously delivered by external provision		
	The council's labour turnover rate will be contained at 5% or less (council-wide)	Connect 12.9	
	Resource labour turnover rate to be contained at 5% or less (Resource)	ADM	
	Sickness absence days per teacher	Connect 12.9 LGBF	
	Sickness absence days per employee (non teacher)	Connect 12.9 LGBF	
	100% coverage of Performance Appraisals (PAs) of employees in scope (Resource)	ADM	
	100% coverage of PAs of employees in scope (council-wide)	Connect 12.9	
	Continued accreditation of Investors in People	Connect 12.9	
55. Implement the council workforce strategy toolkit and	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs (Resource)	ADM	Head of Personnel Services

Delivering the Plan and achieving Best Value

Resource Objective: Improve the skills, flexibility and capacity of the workforce

Action	Measures and timescales	Connect Reference / Links	Responsibility
continue the cyclical reporting framework	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs (council-wide)	Connect 12.9	
56. Implement an effective programme of Modern Apprenticeships	All council apprentices will achieve certification to at least SVQ level 2 (Target 100%)	Connect 12.9	Head of Personnel Services

Delivering the Plan and achieving Best Value

Resource Objective: Other actions in support of delivering the Plan and achieving Best Value

Action	Measures and timescales	Connect Reference / Links	Responsibility
57. Develop and implement a professional and effective Corporate Communications Service	Deliver and manage internal and external communications		Head of Comms and Strategy
58. Provide an effective research and intelligence service to support council decision-making by the council and its partners	Develop dashboards and other tools to provide intelligence at the South Lanarkshire level and for areas underneath it to aid decision-making and resource allocation		Executive Director of Finance and Corporate Resources
	Provide support as required to Joint Strategic Needs and Opportunity Assessments and other investigative exercises involving the council		
	Provide briefings, reports and analysis as required on social, economic and demographic circumstances, issues and trends – and on policy issues - that may impact on the council, its communities and services		
59. Administer grants effectively in line with following the public pound	Continue to audit 100% of community grants allocated through Area Committees		Head of Admin and Legal Services
	Allocate and distribute annual grants to community councils		
60. Streamline application process for Checking Service/route test applicants	Implementation of online booking system to improve online licensing facility for users		Head of Admin and Legal Services

Finance and Corporate Resources Organisational Structure

Executive Director

Head of Communications and Strategy	Head of Finance Services (Strategy)	Head of Finance Services (Transactions)	Head of Information Technology Services	Head of Administration and Legal Services	Head of Personnel Services
Communication	Financial Strategy	Insurance	Business systems	Committees	Employee Services
Council Website	Budget monitoring	Payroll	Voice and data networks	Members' Services	Learning and Development
Community Planning	Capital Programme	Procurement	Devices and servers	Elections	Health and Safety
Improvement	Treasury Management	Risk Management	Messaging, email and internet	Legal Advice and Support	Policy
Design	Accountancy	Revenues and Benefits		Governance	
Printing	Financial Advice and Support	Customer Services		Information Governance	
Bulk mailing		Payables		Licensing and Registration	
				Records and Archives	

Audit and Compliance Manager

Internal Audit

Funding and Compliance

Central Research Unit Manager

Research

Additional Performance Information

Achievements/Progress against actions and measures 2016-17

Council Objective: Strengthen partnership working, community leadership and engagement	
Resource Objective:	**Achievement**
Lead Community Planning	South Lanarkshire Partnership Board undertook a self-assessment in terms of their readiness for the Community Empowerment (Scotland) Act 2015.
Facilitate communication and consultation on the council, its policies and its services	The council undertook a consultation process with tenants groups, the Tenant Participation Co-ordination Group and the Housing Budget Scrutiny Panel on the Housing Revenue Account budget proposals including investment priorities, rent rise options and savings proposals.
	1,017 press enquiries were effectively responded to during 2016-17.
	Graphics team won 'Best Illustration' award for Calderglen animal banners and 'Best Design for Print' award for City Deal brochure.
Improve customer experience of council services	Council website continues to meet 98% availability to the general public.
	The council's Caird Datacentre continues to be offered as a shared service to the Scottish public sector.
	Online booking system has increased use of emails and texts, showing that there is an increased shift towards residents and customers acceptance of online applications.

Council Objective: Provide vision and strategic direction	
Resource Objective:	**Achievement**
Effectively develop and communicate our vision, values and policies	All Resource Plans for 2016-17 were produced on a consistent basis and in line with the corporate Guidance. They were all completed, approved by Committee and uploaded onto the council's website by the end of August 2016.
	We have published •The Reporter 2017- delivered to all 148,000 households in South Lanarkshire. •Four editions of the South Lanarkshire View (insert in local newspapers circulating in Hamilton, East Kilbride, Rutherglen and Cambuslang, Lanark and Carluke) •two 12-page editions of Sheltered Housing News and two editions of Housing News for council tenants.
Provide support to the council's committees, elected members and senior managers	Minutes of committees and forums have been signed off prior to inclusion in the Minute Volumes.
	Initial key issues in terms of the action plan (critical path) for setting up the new council have been progressed including a members' consultation and a review of all procedural documentation. Progress is reported to the Corporate Management Team as appropriate.
Ensure that the requirements of the Equality Act 2010 are met	Successful migration from 'double tick' to 'Disability Confident' employer – actively seeking skilled disabled people and positively affecting attitude, behaviours and cultures at work and in the communities

	The programme of Public Sector Equalities Duties (PSED) awareness raising continues. This has included the delivery of a 'speed networking' in partnership with the Trades Union and the Employee Support team to raise awareness of mental health equality issues.

Council Objective: Promote performance management and improvement	
Resource Objective:	**Achievement**
Develop improvement activity within the council	Phased introduction of a new performance appraisal system across the council will support ongoing performance management and meaningful dialogue between managers and employees.
	The new risk, evidence-based model for self assessment and improvement activity was progressed and completed with improvement actions being taken forward by services, as appropriate.
	Local Government Benchmarking Framework (LGBF) draft results received and initial analysis of results undertaken and reported to CMT, Executive Committee and published on the council's website.
Promote internal challenge and scrutiny through effective performance management	Accounts Payable - 94.5% of all invoices received paid within statutory/performance indicator timescales.
	All public performance reporting requirements under Audit Scotland's Direction were completed by the statutory deadline of 31 March 2017.

Council Objective: Embed governance and accountability	
Resource Objective:	**Achievement**
Provide sound financial stewardship for the council	We support the continued delivery and implementation of Early Years 600 hours and 2 year olds implementation from August 2015 and 1,140 hours national priority implementation August 2020. Planning towards this aim continues
	The council's budget was set on 16 February 2017 in line with statutory timescales.
	Ensure council commitment to maintaining teacher numbers and pupil teacher ratio for September 2017 staff census.
	Provide financial support and guidance to the schools modernisation programme
	The 2015-16 Statement of Assurance was prepared by the deadline of 30 May 2016. It was then presented to the Review and Audit Scrutiny Forum (30 August 2016) and the Executive Committee (5 October 2016).
	A review of the membership of the council's Good Governance Group was completed and the annual Governance Self-Assessment process review was completed in light of the new national guidance.
	Non Domestic rates arrears target of £2.7 million was exceeded by 29% - collection totalled £3.48 million.
Deliver professional legal services	Continuing to provide financial support to Resources' operational developments including delivery of Early Year expansion, maintaining teacher number ratios and housing business planning.
Ensure high standards of governance	The monitoring, management and closure of the successful £8.9 million Community Planning Partnership (CPP) ESF European Programme which supported 3,877 local residents to raise their

Council Objective: Embed governance and accountability	
Resource Objective:	**Achievement**
	employability with destinations including further education, training or employment.
	Full insurance programme review undertaken including placement of insurance broker contract. Total cost reduction of £223,000 achieved.
	A review of council top risks was undertaken and reported to various forums.
	Integration of Health and Social Care risk register updated following strategic risk workshop.
	Council achieved the 'Engaged' award certificate through Carer Positive (Scotland).
	Regular editorial advice columns under the heading Healthy Working Lives appear in The Works magazine in print and on the Intranet – promoting health and well being in the workplace.
	94.7% of 2016-17 Audit Plan completed by deadline of 30 April 2017 – 89 out of 94 actions.
	100% of internal audit actions delivered on time – 18 out of 18.

Council Objective: Achieve efficient and effective use of resources	
Resource Objective:	**Achievement**
Develop and implement an effective Financial Strategy	An updated financial strategy for 2017-18 was approved by elected members on 6 July 2016. The final budget position for the year 2017-18 was reported to members on 16 February 2017.
	Maintained Construction Industry Scheme, and VAT self assessment, ensuring all HMRC deadlines were met, to ensure the council is not penalised for late returns
Develop and deliver an effective Procurement Strategy	The Procurement Action Plan 2016-17 is progressing well with all actions being completed within timescale. Development of the Action Plan 2017-20 is underway and programmed to be presented to committee in February 2017.
Develop and Implement an Information Technology Strategy that meets business needs	SWISplus access has been successfully completed at Hairmyres Hospital. Rollout to Wishaw and Monklands Hospitals to follow.
	Upgraded Windows environment to support partnership working.
	Refreshed ageing IT systems to maintain high levels of availability and performance.
	Upgraded Council internet connection
	Upgraded Customer Contact Centre systems to provide improved functionality
	Rolled out Wi-Fi solution to Almada Street and Montrose Crescent buildings to support mobile working and partnership working
	Renewed phone systems across multiple sites including Pollock Avenue, High Patrick Street and South Vennel.
	Refreshed Air-Conditioning Units at Caird data centre leading to a 14% reduction in power consumption within the building.
	Core IT services delivered to meet needs of council Resources: • Critical Business Systems available to council Resources for over 99% of core business time • 99% of Help desk calls achieved within Service Level

Council Objective: Achieve efficient and effective use of resources	
Resource Objective:	Achievement
	Agreement (SLA) targets • 99% of IT Hardware and Software installations achieved within SLA target
	Successfully delivered programme of projects to support Mobile Working, Customer Contact/Transactional Working, and to refresh Electronic Document and Records Management System
	Achieved PSN security re-certification from UK cabinet office
	Centralisation of all Civic Government (Scotland) Act 1982 licensing at council headquarters, Hamilton.
Improve the skills, flexibility and capacity of the workforce	Phased introduction of a new performance appraisal system across the council will support ongoing performance management and meaningful dialogue between managers and employees. The development of council wide and resource specific workforce plans allows managers to forecast the future skills and numbers of employees needed to meet the objectives of the council as set out in Connect.
	Resource workforce plans were complete and a draft overall plan presented to CMT on 27 October 2016.
Other actions in support of the objective: Achieve efficient and effective use of resources	Achieved the Cycle Friendly Employer Awards during 2016-17 at various SLC locations
	The Print centre reduced spend on outsourced print jobs from £515,000 to £217,000.

Additional performance information is also available in sections 2.1. and 4.2. of this Resource Plan.