

Report

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	11 December 2019
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Finance and Corporate Resource Plan: Quarter 2 Progress Report 2019-20
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Finance and Corporate Resource Plan Quarter 2 Progress Report 2019-20, for the period 1 April 2019 to 30 September 2019

2. Recommendations

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the Finance and Corporate Resource Plan Quarter 2 Progress Report 2019-20 as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted;
- (3) that the areas for improvement and associated management actions as detailed in paragraph 5.4. of this report, be noted; and
- (4) that the additional scrutiny of reporting the updated status of those measures identified as 'report later' at Quarter 4 2018-19, as summarised in paragraph 5.5. and detailed at Appendix 3 of this report, be noted.

3. Background

- 3.1. The Finance and Corporate Resource Plan 2019-20 was approved by this Committee on 7 August 2019 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2019-20.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017-22.
- 3.3. Performance management is a keystone of Best Value and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan and the Community Plan, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden

Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.

3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Resource Objectives 2019-20

4.1. The Resource has established a number of objectives to support the delivery of the Connect objectives in 2019-20. These are detailed at Appendix 1.

5. Quarter 2 Progress Report 2019-20

5.1. Progress against all Resource Plan 2019-20 measures is contained in the Quarter 2 Progress Report 2019-20, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

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

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

Status	Measures	
	Number	%
Green	104	73 %
Amber	9	6 %
Red	4	3 %
Report later/Contextual	26	18 %
Totals	143	100 %

(Data correct as at 28 October 2019)

5.3. Key achievements for 2019-20 (as at Quarter 2) are noted below:-

5.3.1.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	Achievement
Support delivery of effective Community Planning	The Community Planning Partnership's first Annual Outcomes Report outlining progress against the Community Plan 2017-2027 was published. Legal Services successfully completed the sign off of the East Kilbride Community Growth Area Section 75 Agreement.
Facilitate communication and consultation on the council, its policies and its services	Examples of recent consultations include: - the South Lanarkshire People's Panel membership - proposed BT payphone removal (stage 2) - Newfield and Stonehouse Primary schools catchment realignment
Improve customer experience of council services	Critiqom and Royal Mail contracts running with efficiencies identified and being progressed

Connect Objective: Support the local economy by providing the right conditions for inclusive growth	
Resource Objective	Achievement
Support key voluntary organisations and help to develop the social economy	Ten organisations are currently receiving support on governance and business planning
Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market	The Council's employability team is working with cross council resources and CCG (contractor) to facilitate and support training and employment opportunities. After interviewing 9 local young people, CCG made three offers of employment as Modern Apprentices and two of the young people were invited for an informal chat with the factory manager with a view to a work taster in the company's kit house construction area.

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration	
Resource Objective	Achievement
Lead partnership approaches to tackling the causes and effects of poverty and inequality	The South Lanarkshire Partnership Local Child Poverty Action Group Report was published and includes a range of actions to increase income from employment and benefits and reduce living costs

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

Delivering the Plan and achieving Best Value	
Resource Objective	Achievement
Provide sound financial stewardship for the Council	Following submission of a positive set of 2018-19 Accounts to Audit Scotland in line with statutory timescales, the Council received a clean audit certificate.
Deliver and communicate the Council Plan and ensure high standards of governance	In their annual report to the Council, the external auditor highlighted the annual governance statement as good practice and noted that it provides a comprehensive account of the Council's governance arrangements.
Support local democracy, council committees, elected members and senior managers	Successful delivery of by-election in Electoral Ward 8 (East Kilbride Central North).
Deliver professional legal services	Legal Services successfully concluded commercial contracts to secure the build of three new nurseries (as part of delivery of 1,140 hours of early years learning) and for the delivery of 240 units of social housing at East Whitlawburn.
Promote equality and the wellbeing of staff	Delivery of Mental Health awareness session for line managers in May 2019. Feedback from the event was positive reflecting the appropriateness of the delivery methods and the content of the session.
	Successful review and retention of Healthy Working Lives Gold Award in July 2019.
Develop and implement effective financial strategies	The Council is showing a positive position in the current year monitoring reports. A Financial Strategy is in place for 2020-21.
Implement a Digital and ICT Strategy that meets business needs	Public Sector Network (PSN) connection certification has been achieved.
	G-cloud tender and award process complete for the workforce scheduling software for home care services.
Develop improvement activity and promote scrutiny	The action plan addressing the recommendations from the Best Value Assurance Report (BVAR) was approved by Council on 26 June 2019 and progress will be monitored and reported throughout 2019-20

5.4. Areas for improvement

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

Delivering the Plan and achieving Best Value		
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance		
Measure	Comments/Progress	Action by Manager (where applicable)
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (Resource)	<p>In Q1, the Resource received 91 requests for information and responded to 82 requests within the statutory timescales – 90.1%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Procedural” (8 requests) – examples would be a delay in obtaining information from other Resources in relation to a joint response or delay arising from a procedural stage of processing such as a delay in obtaining approval for responses etc.</p>	The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. The Resource will participate in this project.
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide)	<p>In Q1, the Council received 412 requests for information and responded to 389 requests within the statutory timescales – 94.4%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Resources” (19 requests) which may include a delay of any sort arising from staff absence, a spike in the number of requests, or a few complex results placing demands on the Resource capacity to respond.</p>	As above
96% 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)	<p>In Q1, the Council received 84 requests for information and responded to 77 requests within the statutory timescales – 91.7%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Resources” (19 requests) which may include a delay of any sort arising from staff absence, a spike in the number of requests, or a few complex results placing demands on the Resource capacity to respond.</p>	As above

Delivering the Plan and achieving Best Value		
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance		
Measure	Comments/Progress	Action by Manager (where applicable)
90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (council-wide)	<p>In Q1, the Council received 79 requests for information and responded to 60 requests within the statutory timescales – 79%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Resources” (19 requests) which may be a delay of any sort arising from staff absence, a spike in the number of requests, or a few complex results placing demands on the Resource capacity to respond.</p>	As above

5.5. Report later

Measures included in the quarterly progress reports can be assigned the ‘report later’ status. In order to report on the final status of these measures, an update is now included in this report. Of the 12 measures identified as ‘report later’ as at Quarter 4 2018-19, one is a contextual measure only which requires no further explanation, two are Local Government Benchmarking Framework indicators, for which the 2018-19 results will not be published until January 2020. The revised status and narrative relating to the ‘report later’ measures is detailed at Appendix 3.

6. Employee Implications

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

7 Financial Implications

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

8. Other Implications (Including Environmental and Risk Issues)

- 8.1. The Community Plan 2017-27 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 8.2. Resource Plan actions are assessed as part of the Resource’s risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development and climate change.

9. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

28 October 2019

Link(s) to Council Values/Ambitions/Objectives

- ♦ The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017-22

Previous References

- ♦ Finance and Corporate Resource Plan - Quarter 2 Progress Report 2018-19: 20 February 2019
- ♦ Finance and Corporate Resource Plan – Quarter 4 Progress Report 2018-19 and Finance and Corporate Resource Plan 2019-20: 7 August 2019

List of Background Papers

- ♦ Council Plan Connect 2017-22 – endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017
- ♦ Finance and Corporate Resource Plan 2019-20 – approved by Finance and Corporate Resources Committee on 7 August 2019

Contact for Further Information

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

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Finance and Corporate Resource Objectives 2019-20

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

Resource Objectives:

- Support delivery of effective 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

Connect Objective: Support the local economy by providing the right conditions for inclusive growth

Resource Objectives:

- Support key voluntary organisations and help to develop the social economy*
- Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

Resource Objectives:

- Lead partnership approaches to tackling the causes and effects of poverty and inequality*

(*added to Finance and Corporate Resource Plan on transfer of measures from Planning and Economic Development to Community Planning and Empowerment Team in August 2019)

Delivering the Plan and achieving Best Value

Resource Objectives:

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