



Corporate Resources

Corporate Resources Resource Plan 2008/2009

Section	Contents	Page No
1.0	Introduction and Corporate Resources Purpose Statement by Executive Director	3
2.0	The National Context for Resource Planning in Corporate Resources	5
3.0	The Local Context for Resource Planning in Corporate Resources	6
4.0	Service overview, service performance, and major achievements in 2007/2008	9
	4.1 Service Overview and Performance	
	4.2 Major Achievements 2007/2008	
	4.3 Financial Information 2007/2008	
5.0	Objectives and actions for Corporate Resources 2008/2009	12
	5.1 Objectives and Headline Priorities	
	5.2 Resource Action Plan 2008/2009	
6.0	Capital and Revenue Resources for 2008/2009 and workforce	28
	6.1 Workforce	
	6.2 Revenue	
	6.3 Capital Programme Priorities for 2008/2009	
	6.5 Risk Management	
Appendix 1	Corporate Resources Organisational Structure	
Appendix 2	Corporate Resource Absence Trends	
Appendix 3	Corporate Resources Achievements 2007-2008	

Corporate Resources

Resource Plan 2008/2009

Section 1 - Introduction

I am pleased to introduce our Resource Plan for 2008/09 which sets out our objectives and priorities for the coming year. As well as saying what we intend to do, the Plan explains how our objectives fit in to the work of the Council as a whole and in turn contributes to the Council's overall aim of improving the quality of life of everyone in South Lanarkshire as outlined in the new Council Plan 2007-11 'Connect'.

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

Through **Personnel Services** we ensure that the Council has the policies and procedures to attract and retain the right people and to develop them to do their jobs, essential if we are to deliver the best possible services. Personnel Services is also responsible for ensuring that we continue to exercise high standards as an employer. The growing list of awards and accolades received by the Council, such as Investors in People (IIP), Scotland's Health at Work (SHAW) and Charter Mark, testify to the success of work undertaken so far.

Legal Services ensures that the Council remains within the law at all times and complies appropriately with new and changing legislation. Legal advice minimises risk to the Council and protects its reputation. Legal Services also delivers front-line services through the District Courts, Licensing and Registration functions. In addition, the service co-ordinates regulatory functions such as freedom of information, data protection and the regulation of investigatory powers, all fundamental to good governance, accountability and transparency.

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

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

Finally, many issues which affect the Council as a whole, changes in policy at a Scottish or a UK level for example, are analysed and assessed within Corporate Resources. The Council's policies are informed by considerations put forward by specialists within our Resource. Community Planning arrangements, together with much of our dialogue with bodies like CoSLA, the Accounts Commission and SOLACE, are led by Corporate Resources.

From this brief summary of Corporate Resources, it is clear that we are a diverse Resource. The Resource Plan that follows ties the different elements together, and shows how we will move forward in the coming year, supporting the Council across a variety of fronts, but most particularly in helping the Council deliver the Council Plan, "Connect".

Major achievements for the Resource in 2007/08 include:-

- Successful delivery of local government/Scottish Parliament elections on 3 May 2007
- Retained Investors in People Status for the Council

- Completed an equal pay review analysis and developed a positive action programme
- Delivered Disability, Race and Gender Equality Schemes for the Council as per statutory timetable
- Implemented an integrated Equal Opportunities and Human Rights impact assessment process for the Council
- Reviewed governance arrangements for the Community Planning Partnership
- Achieved Scotland's Health at Work (SHAW) silver award for the Council
- Successfully bid for funding of £585,000 for a shared services project for learning and development provisions

The following issues represent major challenges for the Resource in 2008/2009:-

- Develop the Single Outcome Agreement for the Council and review the role of Community Planning in South Lanarkshire
- Develop a Customer Services and Access strategy for all customer service channels
- Roll out consultation plan
- Undertake equality impact assessments on all policies, strategies and functions
- Implement the Council's performance management system "CorVu" within the Resource
- Develop a Continuous Improvement Strategy for the Council
- Ensure performance reporting and corporate governance reporting arrangements are in place to allow the Community Planning themed partnerships to properly monitor their performance
- Undertake Resource preparations for Audit of Best Value and Community Planning

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

Robert McIlwain
Executive Director (Corporate Resources)

Section 2 - National Context - Existing/new legislation and national policies

2.1 Issues

The delivery of services in Corporate Resources is influenced by national legislation and policy initiatives across a number of areas including, equalities, community planning, sustainability and statutory service provision. The key influences and challenges for the Resource during 2008/09 are set out below.

Concordat with Scottish Government/Single Outcome Agreement

The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and local government, and is based on an agreed set of national outcomes and associated indicators.

Corporate Resources will lead the development of South Lanarkshire's Single Outcome Agreement for the Council. South Lanarkshire Council is seeking to achieve with its community planning partners a range of local outcomes that reflect our priorities and deliver on the Scottish Government's stated outcomes.

The new approach to funding regarding development of a Single Outcome Agreement will involve a change in the way that South Lanarkshire Council prepares future delivery plans and budgets, and increases the need for effective research and information gathering, particularly in identifying specific outcomes. We will ensure that existing mechanisms are adapted to reflect the changing needs to monitor and report local and partnership outcomes.

Equalities

Corporate Resources has the lead role in ensuring that the Council and its Partner bodies avoid discrimination, promote equality and deliver services which meet the needs of everyone who lives and works in South Lanarkshire regardless of gender, age, disability, race, sexual orientation or any other factor which might disadvantage them. We have developed Race, Gender and Disability Equality Schemes in response to legislative changes, and will continue to be actively involved in promoting and cascading these schemes during 2008/09.

Changes in equalities legislation since 2000 introduced a positive duty on public bodies to 'promote' equality of opportunity, and although significant progress has been made to date, it is recognised that the existing equalities policy now requires review. Additionally, policies and strategies across the Council need to be assessed more comprehensively for their relevance and impact on equality, and a thorough programme of equality impact assessments will take place during 2008, with the outcomes monitored by Corporate Resources.

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

Sustainable Development

Recognising the importance of sustainability at a national level, the Council signed Scotland's Climate Change Declaration in 2007. Corporate Resources supports sustainable development (identified as a Council Value and Priority in 'Connect' the Council Plan 2007-11), and has agreed an action plan which will be managed as an integral part of the Council's sustainable development strategy. As well as managing the Council's principal offices, including their energy efficiency, Corporate Resources has a key part to play in creating and supporting the cultural change which is required by managers and employees in order to deliver the strategy effectively. We will do this through the provision of employee training, and the development of a range of employee related initiatives including an employee travel plan, cycle to work scheme etc.

Legislative Requirements - Employment

A vast amount of change to employment law has been seen over recent years. In December 2007, the UK government published a bill which proposes to repeal the statutory disciplinary and grievance

procedures which were introduced in the Employment Act 2002. There are proposals for a Work and Families Act which will provide for statutory maternity pay to be paid for a whole year and also provisions for parents to swap at least part of their leave so that fathers can take more than the currently allowed 2 weeks leave. On 6 April 2008, the Corporate Manslaughter and Corporate Homicide Act 2007 came into force. This creates a new criminal offence of corporate manslaughter.

We will continue to respond to and deal with employment law changes in areas related to pensions, age discrimination and working time.

Section 3 - Local Context

3.1. Issues

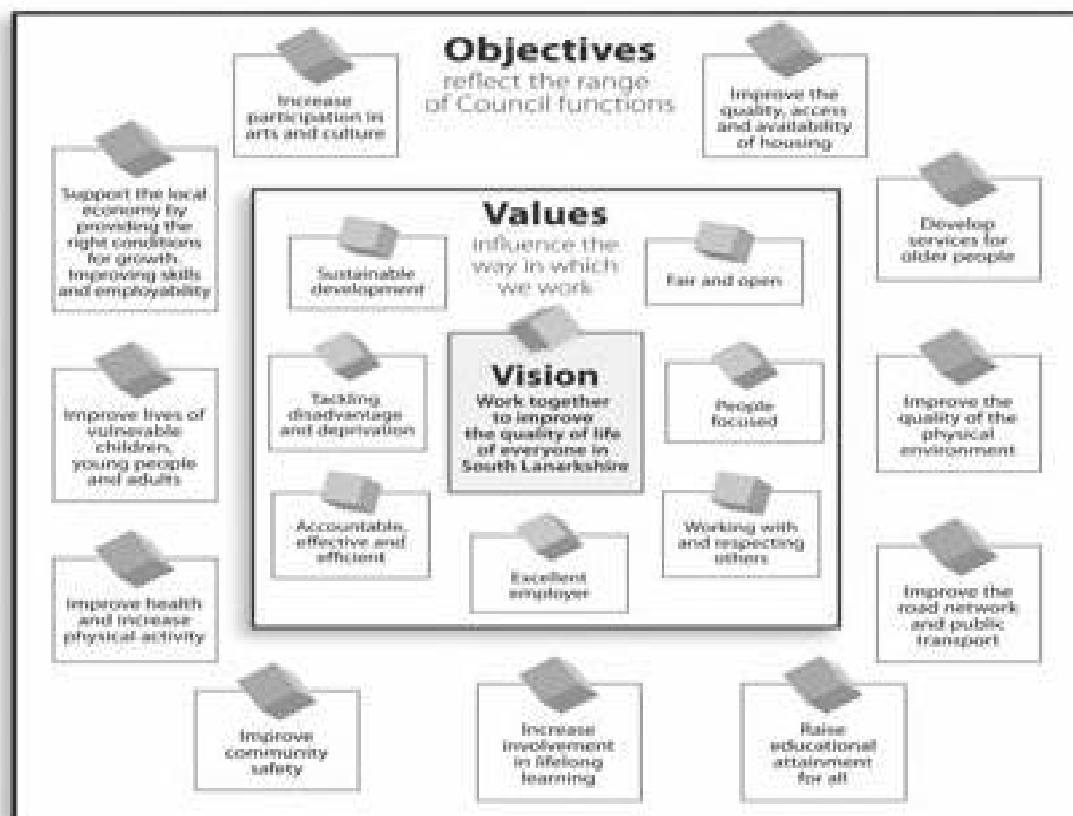
South Lanarkshire's Community Plan – 'Stronger Together'

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

Corporate Resources provides services which contribute to a number of these aims. In particular, the Resource has specific responsibility for supporting the Council's Community Planning partnership activities and servicing the Community Planning Partnership.

Council Plan

South Lanarkshire Council has produced its new four year plan 'Connect' 2007-11. The plan outlines the Council's response to the national policy context and sets out links to the Community Plan. The plan, which is summarised in the following diagram, sets out the Council's vision, values, strategic objectives and priorities which informs everything that it does.



There are six priority areas where we the Council will be placing particular emphasis over the period of the Council Plan. These are to:-

- Improve the quality and availability of housing
- Develop services for older people
- Improve the quality of the physical environment
- Improve the road network
- Schools Modernisation
- Promote Sustainable Development

Corporate Resources plays a key role in delivering 'Connect'. Section 5 of this plan sets out specific actions for Corporate Resources for each of the relevant Council values and objectives.

Raise Educational Attainment for All

The Council aims to provide education of the highest quality and to create working and learning communities. The Council is committed to tackling the disadvantage experienced in some areas in relation to health, education and the environment. Corporate Resources will contribute to this by delivering its Vocational Development strategy and by implementing a range of vocational development programmes for secondary age young people.

Fair and Open

Ensuring that Council decisions are open to scrutiny and that high standards of corporate and political governance are exercised is one of the most important functions of local government. We will work in the coming year to strengthen the support provided to elected members, particularly in terms of training and development, and to ensure that existing arrangements are tested for their effectiveness and their fit with national guidance on good practice.

Keeping communities, partners, employees and organisations informed about the Council's service standards, plans, priorities and achievements is critical to the work of the Council. Corporate Resources will continue to contribute to effective communications through the production and distribution of Council newsletters, "The Works" employee magazine, employee emails, services provided through South Lanarkshire TV, Budget, Resource/Service planning and Annual Performance Report publications and briefings.

The Resource leads in the development and monitoring of customer services standards including taking on board the views of our communities and complaints monitoring. We also support and facilitate open and transparent governance and decision-making arrangements in the Council through the ongoing decision-making and political management arrangements and the development of member learning and development programmes.

To support the delivery of this Council value Corporate Resources has developed the following Resource objectives:-

- Develop, implement and communicate our corporate plans, performance and service standards
- Support and facilitate open and transparent governance and decision-making arrangements

People Focused

The Council is committed to listening and consulting with those who use our services, including individuals, community groups, voluntary organisations and employees, to act on their views and aspirations; to encourage people to comment on our services, using their preferred channel of communication; to consult people on major changes and involve them in decisions on developments in their community.

Regularly identifying customers and their needs, and improving customer related processes, is key to delivering the Council value of being people-focused. This sits at the heart of what we do and is fundamental to the way we operate. Corporate Resources undertakes the lead co-ordination role for consultation, corporate standards development and monitoring, lean management improvement programmes and Occupational Health and Safety Management across the Council.

To support the delivery of this Council value, Corporate Resources has developed the following Resource objectives:-

- Seek the views of all stakeholders regularly on services we provide, in particular specific efforts will be made to consult with hard to reach groups, and tell people what we have done as a result
- Protect the integrity and reputation of the Council and the safety of the public, members and employees

Working with and Respecting Others

The Council is committed to working with partners in delivering services where appropriate, to working with others to achieve change and to improve quality of life for all, behaving with courtesy, decency, dignity and tolerance, and ensuring that officers, members, partner organisations, contractors and our citizens work together to achieve a common purpose and that each understands their role.

To support the delivery of this Council value Corporate Resources has developed the following Resource objectives:-

- Work with partners to enhance community planning, service planning and service delivery
- Report on progress in our partnership arrangements
- Implement a programme of equality and human rights impact assessments across the Council
- Develop and introduce Council wide equality performance measures and publish results
- Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our partnership activities

Excellent Employer

The Council is committed to being an excellent employer. We aim to lead the way in recruiting and retaining a diverse workforce, and to treating our employees fairly and not tolerating discrimination. We also aim to ensure that both our employees and elected members have the skills and knowledge required to do their jobs well and have opportunities to develop.

The Council is committed to the principle of equal pay and will ensure, through the job evaluation and competence based grading scheme and structured equal pay reviews, that we continue to operate a fair pay system for men and women. Breaking down occupational segregation will be a key feature of Corporate Resources work through "Delivering a Fairer Future" programme.

To support the delivery of this Council value Corporate Resources has developed, and plays a key role in delivering, the following Resource objectives to ensure the Council has the right people with the right skills in the right place to deliver excellent services:-

- Ensure equal opportunities in all of our services, facilities and employment opportunities reflecting the diversity of our community
- Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities

Accountable, Effective and Efficient

The Council has a strong commitment to achieving excellence, and consistently seeks to develop and improve services, being as effective and efficient as possible, demonstrating good standards of conduct and behaviour, and making informed and transparent decisions which are subject to scrutiny and appropriate management of associated risks.

Corporate Resources is responsible for a number of activities which contribute to the delivery of this value. These include Committee administration, District Courts, records management, information governance/information management, corporate communications including managing the Council Website, developing continuous improvement initiatives, and the management and maintenance of corporate properties.

To support the delivery of this Council value Corporate Resources has developed the following Resource objectives:-

- Promote effective internal and external communications utilising new media opportunities
- Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery

The Resource will continue to manage performance and drive efficiency at service and Resource level through Best Value reviews, team focused performance, KPI's, identifying process improvements and lean management initiatives, and reporting this through our Resource Performance Reporting Framework. During 2008 the Council's performance management system "CorVu", will be implemented by Corporate Resources.

Promote Sustainable Development

As well as being a core value, the Council recognises sustainable development as being a key priority which must be at the forefront of all its business activities as an important aspect of its approach to best value. Sustainable development principles will continue to inform the Council's plans, policies, programmes and strategies. Through actions identified in the Resource Action Plan, Corporate Resources will encourage more sustainable patterns of energy use and transport by developing an employee travel plan, improving facilities for those travelling by sustainable transport and investigating and implementing a range of employee related initiatives including employee training.

Section 4 - Service overview performance and major achievements in 2007/2008

4.1 Service overview and performance

The following provides an indication of the core activities undertaken by each of our services and of performance in 2007/2008.

Some of the local performance indicators that are reported as part of our service planning process include:

Corporate Communications and Public Affairs: media services, corporate communication services, advertising, web design and content, graphic design, printing and photographic services, advice on events and exhibitions, and corporate standards. During 2007/2008 the service:-

- Attained an actual value of coverage in local media of £357,745
- Received 530,507 visits to the Council's website
- Received 1273 media/press enquiries
- Arranged 867 photographic jobs
- Produced 2113 design jobs(excluding advertisements)
- Achieved Chartered Institute of Public Relations (CIPR) PRide gold award 2007 for SLTV – best use of new media
- Achieved CIPR public sector campaign gold award for promoting arts and culture in South Lanarkshire
- Achieved CIPR PRide silver award for public sector team of the year
- Attracted £170k from Big Lottery fund for development of SLTV voluntary sector channel

Personnel Services: employment policies/terms and conditions, employee relations, equal opportunities, employee learning and development, continuous improvement including corporate standards, Investors in People, external awards and Charter Mark, consultation, health and safety and contingency planning, and partnership working with the trades unions. During 2007/2008 the service:-

- Invested 1.26% of employee costs in employee training and development
- Provided 584 in-house training courses to employees
- Delivered 950 vocational training courses to 3rd and 4th year school pupils
- Achieved 70% overall satisfaction levels with the Council, and as an employer (employee attitude survey APTC, Teachers, Manual/Craft))
- Received and dealt with 90% of complaints within agreed timescales
- Undertook 250 corporate consultation projects
- Dealt with 604 online vacancies
- Achieved Scotland's Health at Work (SHAW) silver award for South Lanarkshire Council
- Successfully bid for Shared Service for Learning and Development provision with funding of £585,000 awarded
- Achieved Chartermark in the corporate Learning and Development Centre.

Administration Services: Council, Committee, Joint Board and Children's Panel administration, members' services, electoral administration, archives and information services, grants administration, civic and twinning functions, Community Council support, community planning co-ordination, central research and intelligence, Resource support services (including budgetary management, service planning and performance management, and property services). During 2007/2008 the service:-

- Issued 100% of final agenda papers 3 clear days before the committee meeting
- Achieved 97% elected members satisfaction with the level of Members' Services provided
- Extended records management coverage across the Council to Education and Social Work Resources
- Serviced 240 meetings of the Council, its committees, forums and partnership bodies
- Dealt with 1,600 grant applications from community and voluntary groups

Legal Services: legal advice services to all Council Resources; district courts, licensing and registration services, and regulatory advice such as Freedom of Information, Data Protection, and Regulation of Investigatory Powers. During 2007/2008 the service:-

- Processed 3108 civic licence applications
- Processed 4540 liquor licences
- Undertook 561 civil marriage ceremonies - (1 January 2008 to 31 December 2008)
- Undertook 12 civil partnerships - (1 January 2008 to 31 December 2008)
- Responded to 90% of Freedom of Information, Environmental Information and Data Protection requests within statutory timescales
- Achieved 93.24% of error free registration of births, marriages, deaths and civil partnerships
- Achieved Chartermark in District Courts, Licensing and Registration

The Resource also reports on the following statutory indicators:-

Absence Levels

The table below shows that the Resource has significantly improved its attendance levels since 2005/6. At a Council level absence levels for Local government employees in 2006/07 was the second best in Scotland for local government employees. This can be attributed to the consistent application of the Council's maximising attendance policy, through the use of supported interventions and monthly monitoring. A more detailed summary of absence rates for the Resource is provided in Appendix 1.

Key to symbols - ↑ = improvement, ↓ = deterioration, ↔ = No change

Absence Levels – Resource, Council and Scottish comparisons					
Category		2005/06	2006/07	2007/08 YTD	Annual % Trend

APTC	Corporate	3.3%	2.1%%	2.2%	↓
	SLC	3.6%	3.8%	3.9%	↓

Teachers	SLC	3.2%	3.1%	3.2%	↓
Craft	SLC	4.5%	4.6%	5.1%	↓
All	SLC	3.8%	3.9%	4.1%	↓
	Scotland	5.4%	5.6%	-	↓

Women employees as a % of the top 2% earners					
Category	2004/05	2005/06	2006/07		
			%	Rank	Annual % Trend
SLC	32.2%	33.2%	37.1%	10	↑
Scotland	29.6%	31.7%	33.9%	-	↑
Women employees as a % of the top 5% earners					
SLC	40.4%	39.6%	41.9%	12	↑
Scotland	36.6%	38.0%	40.4%	-	↑

% of Council properties meet the standard for disabled people					
Category	2004/05	2005/06	2006/07		
			%	Rank	Annual % Trend
Corporate	100%	100%	100%	-	↔
SLC	79.2%	74.3%	78.5%	5	↑
Scotland	37.4%	43.4%	51.9%	-	-

% of invoices paid within 30 days of receipt						
Category	2004/05	2005/06	2006/07			2007/08 (YTD)
			%	Rank	Annual % Trend	
Corporate	84.0	84.0	87.0	-	-	90.0
SLC	88.0	91.2	89.1	6	↓	-
Scotland	83.7	85.1	85.8	-	-	-

4.2 Major achievements

Major achievements against the priorities identified in the 2007/2008 Resource Plan are summarised in the table below

Council Objective/Value	Resource objective	Achievement
Fair and Open	Develop, implement and communicate our corporate plans, performance and service standards	<ul style="list-style-type: none"> Developed the Council's Disability and Gender Equality Schemes Integrated Impact Assessment process implemented December 2007 Corporate Standards re-launched in May 2007

	Support and facilitate open and transparent governance and decision-making arrangements	<ul style="list-style-type: none"> Establishment of new Council Successful completion of electronic count of Scottish Parliament and Council election results 3/4 May 2007
People Focussed	Seek the views of all stakeholders on services we provide	<ul style="list-style-type: none"> Retained Investors in People Status for the Council Equal pay review analysis completed and positive action programme, "Delivering a Fairer Future" launched in February 2007 Consultation Strategy published in April 2007 Achieved Scotland's Health at Work (SHAW) silver award for SLC Successfully bid for Shared services for learning and Development provisions with funding of £585,000 awarded
	Protect the Integrity and reputation of the Council and the safety of the public, members and employees	<ul style="list-style-type: none"> Developed business continuity plans for Council, and HQ Complex

Section 5 - Objectives and actions for 2008/09

In order to meet the challenges facing the Resource we have developed a number of Resource objectives for 2008/09. These are summarised and shown in detail below – together with the measures we will use to assess our performance.

We have identified the following priorities as key to the work of the Resource during 2008/09:-

- Develop the Single Outcome Agreement for the Council and review the role of Community Planning in South Lanarkshire
- Develop a Customer Services and Access Strategy for all customer service channels
- Roll out consultation plan
- Undertake equality impact assessments on all policies, strategies and functions
- Implement the Council's performance management system "CorVu" within the Resource
- Develop a Continuous Improvement Strategy for the Council
- Ensure performance reporting and corporate governance reporting arrangements are in place to allow the various Community Planning partnership themes to properly monitor their performance
- Undertake Resource preparations for Audit of Best Value and Community Planning

The Resource Action Plan below represents a summary of the extensive range of services and activities carried out by Corporate Resources. The plan is not an exhaustive list of all activity across the Resource and more detailed information is contained within individual service action plans.

The objectives set out in the Resource Plan are included in and will be monitored through the individual service action plans. These plans provide further details on the activities of individual functions and management areas and how we will develop and improve our services over the next year.

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

Council Objective: Raise Educational Attainment for All

Resource Objective: Implement vocational development programmes for secondary age young people including pupils with additional support needs		
Action	Measures	Responsibility
Implement a programme of vocational development for secondary school age pupils	<ul style="list-style-type: none">• % of young people with additional support needs gaining employment or other appropriate vocational outcomes (target=90%)	Executive Director (Corporate Resources)
	<ul style="list-style-type: none">• % attainment levels for participants in the mainstream vocational development programme (target = 90%)	

Council Value: Fair and Open

Resource Objective: We will develop, implement and communicate our corporate plans, performance and service standards		
Action	Measures	Responsibility
Monitor and analyse complaints received by the Council	<ul style="list-style-type: none"> Quarterly complaints monitoring reports to CMT 	Executive Director (Corporate Resources)
	<ul style="list-style-type: none"> % of complaints which reach Stage 3 (escalation to Chief Executive) (target = 0.5% max) 	
	<ul style="list-style-type: none"> % of complaints responded to within 5 days (target = 95%) 	
Present and promote Council plans, strategies, activities, service standards and performance in a readable and attractive way	<ul style="list-style-type: none"> Reader feedback on publications and focus group perceptions of PR initiatives 	Head of Corporate Communications and Public Affairs

Resource Objective: Support and facilitate open and transparent governance and decision-making arrangements		
Action	Measures (to include timescales)	Responsibility
<p>Continue to review decision making and political management arrangements and develop improvement initiatives in line with the principles of sound corporate governance. In 2008/9 this will include:</p> <ul style="list-style-type: none"> Continued development of Member Learning and Development programme including personal profiles for each elected member 	<ul style="list-style-type: none"> Annual programme to be rolled out during 2008/09 Individual Plans for Members to be developed in 2008 with annual review thereafter 	Head of Administration Services

Action	Measures (to include timescales)	Responsibility
Corporate Governance <ul style="list-style-type: none"> • Revise local code in line with national guidance • Implement information/awareness programme for employees and members 	<ul style="list-style-type: none"> • Develop revised local code within 3 months of receipt of national guidance • Implement and roll-out awareness programme by December 2008 	Head of Administration Services

Council Value: People Focused

Resource Objective: Seek the views of all stakeholders regularly on services we provide, in particular specific efforts will be made to consult with hard to reach groups, and tell people what we have done as a result		
Action	Measures (to include timescales)	Responsibility
Establish a framework of consultation and customer satisfaction activities which inform service delivery	<ul style="list-style-type: none"> Establishment of corporate and service specific customer satisfaction survey with KPIs established for each Service and Council as a whole by December 2008 	Executive Director (Corporate Resources)
	<ul style="list-style-type: none"> Number of consultations carried out targeting hard to reach groups 	
	<ul style="list-style-type: none"> Response rate to consultations carried out (target=increase) 	
	<ul style="list-style-type: none"> Number of changes to service delivery which have resulted from consultations carried out 	
	<ul style="list-style-type: none"> Number of changes (made to service delivery as a result of consultation) published 	
	<ul style="list-style-type: none"> Overall satisfaction levels with the Council as a Service provider (Customer Satisfaction Measurement), baseline to be established 	

Resource Objective: We will protect the integrity and reputation of the Council and the safety of the public, members and employees		
Action	Measures (to include timescales)	Responsibility
Plan for Civil Contingencies, ensuring business continuity	<ul style="list-style-type: none"> Implement Council business continuity plan, including business continuity plan for Headquarters complex by September 2008 	Head of Personnel Services
	<ul style="list-style-type: none"> Review the Resource and Service level contingency arrangements and continuity plans in line with the Corporate Continuity Plan and Service Contingency Planning Guide and report on progress September 2008 	
Develop and review the Occupational Health and Safety Management System`	<ul style="list-style-type: none"> 100% assessment of the impact of new legislation and Health and Safety <i>Executive requirements, identifying gaps and develop appropriate actions.</i> 	Head of Personnel Services

At a Resource level Corporate Resources will undertake the following specific actions to support the Council Value: People Focused		
Action	Measures (to include timescales)	Responsibility
Develop and deliver an ongoing programme of disability access improvements at the Council's corporate properties	<ul style="list-style-type: none"> % of buildings delivering services to the public in which all public areas are accessible by disabled people (target=100%) (SPI) Note: this statistic is measured at a Resource and at a Council-wide level 	Head of Administration Services

Council Value: Working with and Respecting Others

Resource Objective: We will work with partners to enhance community planning, service planning and service delivery		
Action	Measures (to include timescales)	Responsibility
Provide performance reports to Community Planning Partnership including key PIs	<ul style="list-style-type: none"> Regular reports on themed partnership performance/actions to Community Planning Forum/Community Planning Partnership Annual performance report on KPIs 	Head of Administration Services

Resource Objective: Report on progress in our partnership arrangements		
Action	Measures (to include timescales)	Responsibility
At a Council wide level we will undertake the following additional specific actions to support this Resource objective:		
Ensure performance reporting and corporate governance reporting arrangements are in place to allow the various partnership boards to properly monitor their performance.	<ul style="list-style-type: none"> Reports to Community Planning Partnership, Community Planning Forum and themed Partnerships 	Executive Director (Corporate Resources)
Review and evaluate the effectiveness of partnership measures	<ul style="list-style-type: none"> Monitor effectiveness of partnership working with Trades Unions and Community Planning Partners 	Executive Director (Corporate Resources)

Resource Objective: Implement a programme of equality and human rights impact assessments across the Council		
Action	Measures (to include timescales)	Responsibility
At a Council wide level we will undertake the following additional specific actions to support this Council objective:		
Apply impact assessment framework to all related policies and functions.	<ul style="list-style-type: none"> Number of impact assessments carried out against those timetabled 	Head of Personnel Services
	<ul style="list-style-type: none"> Number of reports on impact assessments published on website (with recommendations) 	Head of Personnel Services

Resource Objective: Develop and introduce Council wide equality performance measures and publish results		
Action	Measures (to include timescales)	Responsibility

At a Council wide level we will undertake the following additional specific actions to support this Resource objective:		
Develop and publish equality measures for the Council	<ul style="list-style-type: none"> Range of equality related key performance indicators developed and publicised on a regular basis 	Executive Director (Corporate Resources)
	<ul style="list-style-type: none"> Monitor the effectiveness of service provision and capture equality related data on a regular basis 	
	<ul style="list-style-type: none"> Data on equality related performance is collated and published annually in accordance with legislative requirements 	

Resource Objective: Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our partnership activities		
Action	Measures (to include timescales)	Responsibility
At a Council wide level we will undertake the following additional specific actions to support this Resource objective:		
Ensuring equalities are built into partnership activities	<ul style="list-style-type: none"> Evidence that partnership plans, strategies and initiatives have been assessed for any adverse impact in relation to equalities 	Head of Administration Services
	<ul style="list-style-type: none"> Evidence that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest 	
	<ul style="list-style-type: none"> Evidence that equalities are included in performance monitoring and measurement activities for partnerships 	

Council Value: Excellent Employer

Resource Objective: Ensure equal opportunities in all our services, facilities and employment opportunities reflecting the diversity of our community		
Action	Measures (to include timescales)	Responsibility
At a Council wide level we will undertake the following additional specific actions to support this Resource objective:		
Promote diversity in our workforce	<ul style="list-style-type: none"> • Employment monitoring arrangements will meet the requirements of equalities legislation by quarterly reporting to CMT 	Head of Personnel Services
	<ul style="list-style-type: none"> • Positive action measures put in place for delivering the 'fairer future' action plan 	
	<ul style="list-style-type: none"> • Number of women/men taking up employment in non-traditional areas (target=increase) 	
	<ul style="list-style-type: none"> • % of employees in the highest 2% of earners that are female (SPI) <i>Note: this is reported by Corporate Resources for the Council as a whole</i> 	
	<ul style="list-style-type: none"> • % of employees in the highest 5% of earners that are female (SPI) <i>Note: this is reported by Corporate Resources for the Council as a whole</i> 	
	<ul style="list-style-type: none"> • % of Head and Depute Head teachers who are women. 	

Resource Objective: Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities		
Action	Measures (to include timescales)	Responsibility
At a Council wide level we will undertake the following additional specific actions to support this Resource objective:		
Broaden the methods by which we recruit taking account of new technology and industry best practice.	<ul style="list-style-type: none"> • Increase in number of vacancies available through electronic formats; particularly increase by 10% in 2008/2009 the number of posts recruited only through online recruitment methods. 	Head of Personnel Services
	<ul style="list-style-type: none"> • % of vacancies for which competence-based recruitment was employed (target=100% by 2011) 	
	<ul style="list-style-type: none"> • Establish a baseline measurement of the number of vacancies recruited online 	
Manage the move to a National recruitment portal	<ul style="list-style-type: none"> • Complete move to a national recruitment portal by October 2008 	Head of Personnel Services
Maintain a stable workforce through the effective implementation of personnel policies	<ul style="list-style-type: none"> • Absence rates for Council (target=less than 5%) 	Head of Personnel Services
	<ul style="list-style-type: none"> • Absence rates for Resource (target=less than 3%) 	
	<ul style="list-style-type: none"> • Labour turnover rate (target = less than 5%) 	
	<ul style="list-style-type: none"> • Overall satisfaction levels with the Council as an employer (Employee Attitude Survey) 	
	<ul style="list-style-type: none"> • % of working days lost through sickness absence for chief officers and local government employees (SPI) 	
	<ul style="list-style-type: none"> • % of working days lost through sickness absence for teachers (SPI) 	

Action	Measures (to include timescales)	Responsibility
Promote, develop and implement employee learning and development opportunities	<ul style="list-style-type: none"> • Increase the uptake of accredited training programmes for employees at all levels 	Executive Director (Corporate Resources)
	<ul style="list-style-type: none"> • Coverage of PDR and associated training plans (target = 100%) 	
	<ul style="list-style-type: none"> • Continued achievement of IIP accreditation by 2008 	
	<ul style="list-style-type: none"> • Average number of off-job training days per member of staff 	
	<ul style="list-style-type: none"> • % of salary budget invested in learning and development (target = 0.9%) 	

Council Value: Accountable, Effective and Efficient

At a Resource level Corporate Resources will undertake the following additional specific actions to implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery		
Action	Measures (to include timescales)	Responsibility
Carry out Best Value reviews for Corporate Resources for:		Executive Director (Corporate Resources)
<ul style="list-style-type: none"> Learning and Development 	<ul style="list-style-type: none"> Completion of reviews as per timetable 	
<ul style="list-style-type: none"> Recruitment Administration 	<ul style="list-style-type: none"> Improvement Plans approved and implemented according to timetable 	
<ul style="list-style-type: none"> Legal Services, including devolved Legal Teams 	<ul style="list-style-type: none"> Efficiency savings identified and realised 	
Undertake Resource preparations for Audit of Best Value and Community Planning	<ul style="list-style-type: none"> Completion of all Resource actions within agreed timescale 	Executive Director (Corporate Resources)
Implement revised Resource Performance Reporting Framework	<ul style="list-style-type: none"> Revised Framework to be implemented by April 2008 with quarterly performance reports produced thereafter 	Head of Administration Services
Implement CORVU within Corporate Resources	<ul style="list-style-type: none"> Commence implementation by June 2008 	

Resource Objective: Promote effective internal and external communications utilising new media opportunities		
Action	Measures (to include timescales)	Responsibility
At a Council wide level we will undertake the following specific actions to support this Resource objective:		
Provide communication support to the Lanarkshire bid for the 2011 International Children's Games (ICG)	<ul style="list-style-type: none"> Deliver presentation materials by the bid deadlines of July 2008 	Head of Corporate Communications and Public Affairs
Prepare draft Communication Plan for successful games bid	<ul style="list-style-type: none"> Present draft Communication Plan to the International Children's Games board for approval by September 2008 	
Continue to develop the Council's web site	<ul style="list-style-type: none"> Continue to develop the Council's web site in order to improve the % satisfaction with website, measured via exit survey (target=improve on 83.5%) 	Head of Corporate

	<ul style="list-style-type: none"> Number of visitors to website (target = increase on 2006-07 figure of 529,947). (Council wide measure including IT/mod gov) 	Communications and Public Affairs
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At a Resource level Corporate Resources will undertake the following additional specific actions to test that high standards of governance are being exercised		
Action	Measures (to include timescales)	Responsibility
Complete any actions identified from internal/external audit reviews	<ul style="list-style-type: none"> Audit actions to be delivered by due dates 	Executive Director (Corporate Resources)

At a Resource level Corporate Resources will undertake the following additional specific actions to support the Council Value: Accountable, Effective and Efficient		
Lead the development of the Single Outcome Agreement for the Council	<ul style="list-style-type: none"> Draft Council-focused SOA in place by April 2008 	Executive Director (Corporate Resources)
	<ul style="list-style-type: none"> Finalised SOA with Scottish Government by end of June 2008 	
	<ul style="list-style-type: none"> SOA Annual Report developed and produced by mid-2009 	
Develop Community Planning Partnership SOA 2009-10.	<ul style="list-style-type: none"> SLCPP SOA in place by April 2009 	
Implement Continuous Improvement Strategy	<ul style="list-style-type: none"> Implement strategy by 2011 	Executive Director (Corporate Resources)
	<ul style="list-style-type: none"> Develop and implement Lean reviews across the Council 	
	<ul style="list-style-type: none"> Annual award ceremony in August 2008 	
	<ul style="list-style-type: none"> Number of services Council-wide with Charter Mark (target = 10 by August 2008) 	
	<ul style="list-style-type: none"> Report on local corporate standard monitoring to CMT in May 2008 	
	<ul style="list-style-type: none"> Implement and report on customer satisfaction measurement at Council and Resource level 	
	<ul style="list-style-type: none"> Implement the action plan for the shared service Learning and Development project. 	
	<ul style="list-style-type: none"> Develop a Customer Services and Access Strategy for all customer service 	

	channels for the short, medium and long term by Autumn 2008	
Ensure smooth transition of District Courts to Scottish Courts Service	<ul style="list-style-type: none"> • Transfer Rutherglen District Court by December 2008 	Head of Legal Services
	<ul style="list-style-type: none"> • Prepare transfer of Hamilton, East Kilbride and Lanark District Courts by July 2009 	
Renewal of Charter mark for District Court, Licensing and Registration	<ul style="list-style-type: none"> • Review procedures and identify possible improvements by December 2008 	Head of Legal Services
	<ul style="list-style-type: none"> • Prepare application and submit application in April/May 2009 	
Payment of invoices in accordance with agreed corporate standards	<ul style="list-style-type: none"> • Number of invoices paid within 30 calendar days of receipt as a % of all invoices paid (SPI) 	Head of Administration Services
Manage land and property assets efficiently	<ul style="list-style-type: none"> • Proportion of operational accommodation that is in satisfactory condition (SPI) 	Head of Administration Services
	<ul style="list-style-type: none"> • Proportion of operational accommodation that is suitable for its current use (SPI) 	

Council Value: Sustainable Development

At a Resource level Corporate Resources will undertake the following specific actions to support the Council Value: Sustainable development		
Resource Action	Measures (to include timescales)	Responsibility
To deliver the identified actions for Corporate Resources from the Council's Sustainability Strategy, with particular regard to ? Employee training ? Employee Travel Plan ? Reduction of carbon emissions ? Printing	<ul style="list-style-type: none"> Implement employee training on sustainable development issues 	Head of Personnel Services
	<ul style="list-style-type: none"> Development, communication and launch of Employee Travel Plan by September 2008 	Head of Personnel Services
	<ul style="list-style-type: none"> Reduce carbon emissions (all fuel types) per square metre of buildings, expressed as an annual consumption in MWhrs/m2 (Resource wide) 	Head of Administration Services
	<ul style="list-style-type: none"> Develop and implement a Corporate Print Strategy (including paper specifications, production methods and communication formats) 	Head of Corporate Communications and Public Affairs

Section 6 - Resources for 2008/2009

6.1 Workforce

The structure and numbers employed within the Resource are summarised in Appendix 1.

6.2 Revenue

South Lanarkshire Council prepares a long term budget strategy based on the 3 year settlement advised by the Scottish Government. A medium term financial strategy covering the period 2008-2012 was approved at Executive Committee (23 March 2007) which detailed the Council's strategy in managing its finances and also the principles and assumptions used in preparing the revenue and capital budgets for the 4 year period. Each Resource considers their budget on a 3 year rolling basis when preparing their financial strategies within the overall corporate framework. The budget in our Resource plan therefore reflects a 3 year strategy but focuses on those priorities and activities to be delivered in 2008/09.

New spending priorities in the Council's 2008/2009 budget which will impact on Corporate Resources include:-

- Additional funding of £1.1m has been allocated to Vocational Development training
- Elected member personal development profiles and IT provision

Challenges facing us in 2008/2009 include:-

- Transfer of Rutherglen District Court by December 2008 to Scottish Courts Administration.
- Promotion of International Children's Games bid
- Loss of fiscal fines income
- Rising energy costs at the corporate buildings

The Corporate Resources revenue budget is set out below:-

Financial Information 2007/2008 (Period 13 – April 2007- March 2008)

	Budgeted Expenditure £000's	Actual Expenditure £000's	Budgeted Income £000's	Actual Outcome £000's	Net Variance Underspend/ (Overspend) £000's
Corporate Resources Total	23,735	24,293	4,288	4,879	33

6.3 Capital Programme Priorities for 2008/2009

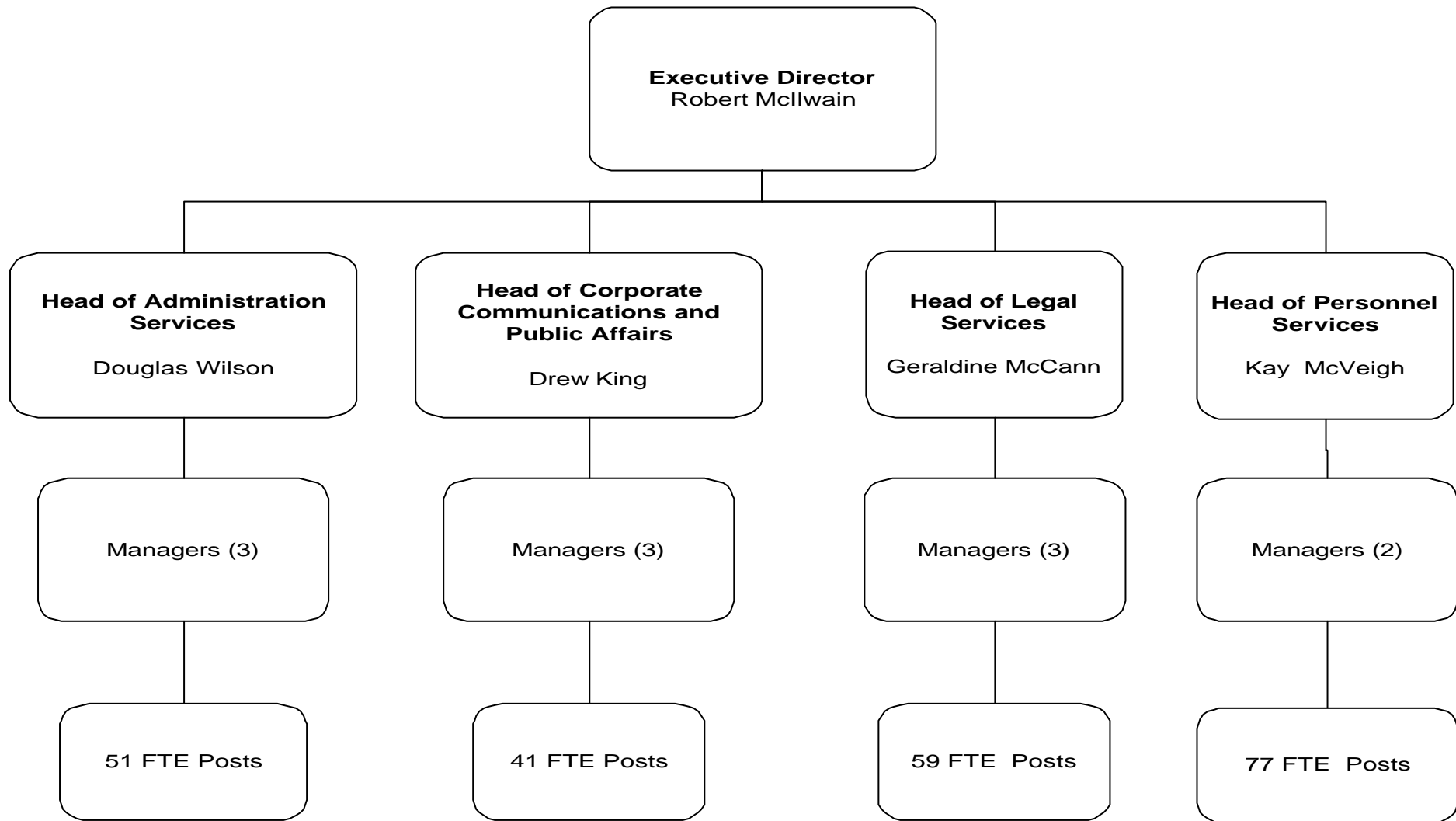
Corporate Resources Capital Programme allocation has been made for 2008/09 in respect of the following projects:-

Council plan value	Project/Action	Capital £ 000's
Accountable Effective and Efficient	Renewal of condensing pipe work in HQ	250
Accountable Effective and Efficient	HQ windows replacement (Beckford Street annex)	270
Accountable Effective and Efficient	Montrose House toilets refurbishment	270
	Total	790

6.4 Risk Management

Risks associated with the delivery of the actions in the 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. Actions are tracked through the Resource Risk control plan which is kept under review by the risk sponsor for the Resource.

Corporate Resources Organisational Structure



ABSENCE TRENDS – 2004/005, 2005/2006 & 2006/2007
Corporate Resources

	Resource Total (%)			Mthly Trend	Council wide (%)		
	2005/06	2006/07	2007/08		2005/06	2006/07	2007/08
April	3.5	2.2	1.2	↓	3.6	3.5	3.6
May	3.2	1.5	1.6	↓	3.8	3.8	3.9
June	3.7	2.0	2.4	↓	3.6	3.5	3.8
July	3.6	2.8	2.2	↑	3.1	2.9	3.2
August	4.3	3.1	1.5	↑	3.1	2.8	3.4
September	3.7	2.9	2.3	↓	3.7	3.7	4.0
October	2.5	2.0	2.5	↓	3.8	4.0	4.1
November	2.7	1.2	2.9	↓	4.3	4.5	4.5
December	2.6	2.0	2.1	↑	3.9	4.7	4.3
January	2.3	1.8	2.4	↓	3.9	4.6	4.7
February	2.9	2.1	2.1	↑	4.3	4.3	4.7
March	4.2	1.0	2.7	↓	4.4	4.3	4.6
Ave/year	3.3	2.2	2.2	↑	3.8	3.7	4.1

Notes:

- Key to symbols - ↑ = absence improvement, ↓ = absence deterioration, ↔ = No change
- For Corporate Resources the absence rate for unpaid leave of absence was nil.
- Average number of days lost per employee annually is 5 days.
- Total Number of Employees as at March 2008

	Male		Female	
Total	F/T	P/T	F/T	P/T
248	58	3	146	41

Corporate Resources Achievements 2007 – 2008

Council Value: Fair and Open

Resource Objective – We will develop, implement and communicate our corporate plans, performance and service standards			
Action	Measures	Progress	Responsibility
Corporate complaints and Corporate Standards			
Monitor and report on corporate complaints as a measure to improvement	Quarterly monitoring reports to CMT	Achieved 3 October 2007	Executive Director
	Reduction in number of complaints which reach Stage 3 (escalation to Chief Executive)	Achieved for 2007-2008	
	95% of complaints responded to within timescale	Achieved for 2007-2008	
Re-launch corporate standards	Mystery shopper exercise to assess success of implementation. Local monitoring to be implemented across the Council from 1 November 2007	Achieved February 2008 Achieved 1 November 2007	Executive Director
Resource Performance Management Arrangements			
Undertake audit of existing performance activities	Audit report produced	Achieved – October 2007	Head of Administration Services
Assess/review performance activities, and prepare a Resource report for RMT	Report to Resource Management Team	Achieved – October 2007	
RMT to agree performance framework	Framework agreed together with implementation plan	Achieved March 2008	
Asset Management			
Review asset management process in accordance with guidelines issued by Housing and Technical Resources, having regard to national priorities	Proposals arising from the annual review presented to Corporate Resources Management Team for approval	Achieved – June 2007	Head of Administration Services

Information Management			
Assist in the production of a suite of good information management practice guides and standards	Assess improved co-ordination on Information Management activities	Achieved March 2008	Head of Administration Services
Develop a programme to raise the profile of the benefits of Information Management	Communication plan developed and agreed by Corporate Information Strategy Working Group and implementation plan in place by March 2008	Achieved March 2008	
Establish a pilot information management project within Corporate Resources	Co-ordinating group to be established by target date of September 2007	Achieved – August 2007	
Audit and review existing information management practices and procedures	Position statement and options report considered by Resource Management Team	Achieved March 2008	
Develop a template for the implementation of good Information Management practice across the Council	Templates/guidance to be in place for: – Version control – Email management – Resource file plans and classification schemes – Programme of guidance and support	Achieved March 2008	

Council Value: Fair and Open

Resource Objective – We will support and facilitate open and transparent governance and decision-making arrangements			
Action	Measures	Progress	Responsibility
Decision making arrangements for the Council and its partners			
Deliver local government/Scottish Parliament elections on 3 May 2007	Successful completion of electronic count and Scottish Parliament and Council election results	Achieved – 3/4 May 2007	Executive Director (Corporate Resources) and Head of Administration Services
Establish Council's committee and decision making framework at statutory meeting of the new Council	Approval of framework at statutory meeting	Achieved – 23 May 2007	

Implement initial member induction programme	Information packs issued to all newly elected members following election	Achieved – 4 May 2007	
	Initial induction programme provided to new members	Achieved – May/June 2007	
Implement operational decision making timetable and procedures	To be agreed at Statutory Meeting of Council on 23/05/2007	Achieved - 23 May 2007	Head of Administration Services
Establish decision making framework for partner bodies	Board of Strathclyde Fire and Rescue, Lanarkshire Valuation Joint Board and Lanarkshire Community Justice Authority re-established	Achieved June 2007	
STV and Multi-member wards			
Develop appropriate guidance and/or procedures for the operation of multi-member wards for Resources	Guidance prepared and issued	Achieved – June 2007	Head of Administration Services
Undertake a review of guidance to officers on operation of multi-member wards	Review to be undertaken by March 2008	April 2008	
Corporate Governance			
Revise and update the Council's Code of Corporate Governance	Revised Code of Corporate Governance to be developed by March 2008.	Not achieved pending provision of national guidance	Head of Administration Services and Head of Finance
Raise awareness of updated Code of Governance	Training and awareness sessions to be prepared for elected members, managers and employees by March 2008	Still to be finalised pending national guidance.	

Council Value: People Focused

Resource Objective – We will seek the views of all stakeholders regularly on services we provide, in particular specific efforts will be made to consult with hard to reach groups, and tell people what we have done as a result

Action	Measures	Progress	Responsibility
Develop continuous improvement programmes to improve customer service delivery			
Develop and implement a consultation strategy which includes a Council wide satisfaction measurement underpinned by service specific measures	Establishment of corporate and service specific customer satisfaction survey with KPI's established for each service and Council as a whole	Corporate achieved February 2007 Service specific on course to achieve by 30 June 2008	Executive Director/Head of Personnel Services
Implement an online (web) consultation database which includes target groups for consultation	Number of consultations carried out, targeting hard to reach groups and increase in response rates.	Achieved – November 2006	
Implement an online (web) consultation database which invites comments on how we can improve our service delivery	Number of consultations carried out which have resulted in a change to service delivery.	Achieved – November 2006	
Implement an online (web) consultation database, including the impact of the consultation	Number of changes to service delivery as a result of consulting published on Internet and in other formats	Achieved – November 2006	
Implement Reward and recognition schemes	Monthly recognition and annual awards	Achieved August 2007	
Participate in appropriate external awards to develop best practice	Successful participation and recognition	Achieved for 2007-2008	
Maintenance of Investors in People recognition	Maintain IIP Standard	On course to achieve December 2008	
Extended use of Charter Mark Council Wide	Work with new services and maintain 6 existing Charter Marks	On course to achieve June 2008	
Pilot various models of Lean Thinking techniques	Evaluate models with view to developing SLC approach	Achieved December 2007	

Council Value: People Focused

Resource Objective – We will protect the integrity and reputation of the Council and the safety of the public, members and employees

Action	Measures	Progress	Responsibility
Improve Health & Safety Management			
Assess implications of new legislation and Health and Safety Executive requirements; implement guidance and issue instructions all within prescribed timescales	Year on year reduction in reported accidents	Achieved for 2007/2008	Head of Personnel Services
Develop business continuity plans for Council, and HQ Complex	Corporate Plan and plan for HQ Complex reported to CMT	Achieved – 1 October 2007(Report to CMT on 22/11)	
Roll out framework across Resources via Emergency Management Team for development of Resource Plans	Framework used to develop individual Resource Plans	Resource workshops achieved 31/3/08	
Audit of new Occupational H & S Management System across the Council	Report to CMT, including auditing and management survey	Achieved and reported to Joint Health and Safety Steering Group March 2008	
Health and Safety Executive – Implement review of workplace transport and route map	Assess implications, implement guidance/issue instructions	Achieved March 2008.	
Corporate Homicide – assess implications of new requirements, and implement training/develop training needs	Report to CMT and Corporate Resources Committee	Achieved September 2007	Head of Legal Services
Implement major new legislation			
Marches and Parades – Implement new legislation	Applications processed as per timetable	Achieved	Head of Legal Services

Liquor Licensing – Implement new legislation	Applications processed timeously	Liquor licensing system upgraded to meet new legislation requirements. Implementation ongoing until September 2009.	
Gambling – Implement new legislation	Applications processed as per timetable	Achieved	

Council Value: People Focused

Resource Objective – We will work with partners to enhance community planning, service planning and service delivery

Action	Measures	Progress	Responsibility
Community Planning			
We will monitor progress towards achieving targets set by the Community Planning Partnership	A KPI Report will be prepared annually	Achieved	Head of Administration Services
	Report on Progress to the Community Planning Forum by December 2007	Achieved	
We will develop the governance arrangements for the Community Planning Partnership	Review governance arrangements for the Community Planning Partnership	Achieved	
Clarify the role of elected members in Community Planning	Develop options paper on the role and operation of the Community Planning Forum and members' involvement	Achieved September 2007	

Develop position papers on Equalities, Culture, Sustainability and possible funding delivery role	Develop position papers by March 2008	<ul style="list-style-type: none"> ◆ Equalities achieved June 2007 ◆ Sustainability achieved September 2007 ◆ Culture – timescale extended; consultative event due September 2008 	Head of Administration Services
Economic Audit of South Lanarkshire			
Develop population forecasts capabilities	System in place in time to inform the Resource Planning process 2008/2009	Achieved – August 2007	Head of Administration Services
Collate relevant official information and undertake analysis of SIMD (Scottish Index of Multiple Deprivation)	Report to be considered by CMT Regeneration Sub-Group	Achieved – August 2007	
Produce employment forecasts	Forecasts to be available on STEP Website, Councils Intranet and issued to Service Heads	Achieved – October 2007	
Report on Economic Audit of South Lanarkshire	Report to be considered by CMT Regeneration Sub-Group	Achieved – September 2007	

Council Value: Working with and Respecting Others

Resource Objective – Implement a programme of equality and human rights impact assessments across the Council			
Action	Measures	Progress	Responsibility
Equal Opportunity and Human Rights			
Implement processes to assess the impact that our policies and strategies have or might have, across all sectors of the community or workforce Develop relevance schedule for Resource with timetable for assessments	Number of impact assessments carried out against those timetabled, and evidence of actions taken as a result	Currently, 80% of assessments that were scheduled to be carried out have been completed and we are on target to complete 100% of assessments by November 2008.	Executive Director
	Number of reports on impact assessments published on website	Ability to publish to website now available and being implemented.	Executive Director
	100% of new and revised policies and functions assessed for adverse impact by 2011	On target to complete.	Executive Director

Council Value: Working with and Respecting Others

Resource Objective – Develop and introduce Council wide equality performance measures and publish results			
Action	Measures	Progress	Responsibility
Equality Performance Measures			
Review equality schemes and equal opportunities policy to ensure performance can be measured and improvement publicly demonstrated	Range of equality related key performance indicators developed and publicised	Deadline extended to July 2008	Executive Director
	Arrangements to monitor the effectiveness of service provision, and capture equality related data	Achieved February 2008 (Customer Satisfaction Survey)	

	Data on equality related performance is collated and published annually	Achieved. Equal Opportunities Policy to be presented to Corporate Resources Committee on 2 July 2008; annual update on race and disability produced; 1 st gender scheme implemented	
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Resource Objective – Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our partnership activities			
Action	Measures	Progress	Responsibility
Equality of Opportunity in all Partnership Activities			
Equality Impact Assessment carried out in relation to partnership activity	Evidence that partnership plans, strategies and initiatives have been assessed for any adverse impact in relation to equalities	On course to achieve October 2008 – report going to Community Planning Partnership recommending the way ahead	Executive Director
Assessment of consultation and engagement activities initiated by partnerships	Evidence that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest	Achieved. Evidence to date collated in KPI report, March 2008. Work ongoing to improve and refine evidence-base.	Head of Administration Services
Assessment of performance management activities of partnerships	Evidence that equalities are included in performance monitoring and measurement activities for partnerships	Achieved March 2008	

Value: Excellent Employer

Resource Objective – We will ensure equal opportunities in all our services, facilities and employment opportunities reflecting the diversity of our community			
Action	Measures	Progress	Responsibility
Equality of Opportunity in all of our Activities			
Develop monitoring information to ensure reporting requirements are met	Employment monitoring arrangements will meet the requirements of equalities legislation	On course to achieve May 2008	Head of Personnel Services
Deliver Disability, Race and Gender Equality Scheme as per statutory timetable	Achievement of each scheme (disability, race and gender) annual report and 3 yearly review as per statutory timetable	Achieved for 2007-2008	Executive Director
Continued work on delivering a 'Fairer Future Initiative' and communicate via 'Works Magazine' and other Council media	Positive action measures put in place if required	Achieved 2007	Head of Personnel Services
Monthly key initiatives published and advertised	Increase in number of women/men taking up employment in non-traditional areas	Achieved March 2008	Head of Personnel Services
Resource Objective – We will ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities			
Action	Measures	Progress	Responsibility
Targeted Recruitment and Selection Initiatives			
Continued implementation of online recruitment on a phased basis	Increase in number of vacancies available through electronic formats. Update reports to CMT – September 2007 and March 2008	Achieved	Head of Personnel Services
Continued monitoring and consistent implementation of the maximising attendance policy	Absence rates less than 5%	Achieved for 2007-2008	
Continued implementation and update of the revised conditions of service package	Labour turnover rate less than 5%	Achieved for 2007-2008	
Address skills shortages within Council workforce	Uptake of accredited training programmes for employees at all levels, including increase in number of accredited courses from 18 to 40	On course to achieve 2008	

Complete and implement review of recruitment policy	Monitor and report effectiveness of various initiatives eg recruitment open days	Achieved March 2008	
Introduce competence based recruitment for all vacancies by 2011	Monitor use of competencies to recruit and select as part of targeted recruitment strategy	On target to achieve 2011	
Roll out plan for job families across the Council on a phased basis in line with agreed timescales	Identified career progression maps within job families	On target to achieve to April 2008	
Development of job specific competencies	Test competencies through PDR process	Achieved April 2007	
Maintenance of Investors in People recognition	Maintain IIP Standard	On course to achieve December 2008	Executive Director

Value: Accountable, Effective, and Efficient

Resource Objective – We will promote effective internal and external communications utilising new media opportunities			
Action	Measures	Progress	Responsibility
Effective Internal and External Communications			
Develop and launch SLTV – the Council's online TV service – establishing regular news output	Update South Lanarkshire TV with news and features regularly	New programmes added every week. Lottery application for voluntary channel successful	Head of Corporate Communications and Public Affairs
Continue to develop the Council's web site	Greater accessibility, and compliance with national guidelines	Various enhancements made including installation of Readspeak	
Implement recommendations from User Vision and assess benefits of applying aspects of Scottish Improvement Service work with ESD toolkit (Scottish Navigation List, Common A-Z and FAQs)	Changes to the site and redesign of home page	Improvements made in line with Scottish Improvement service recommendations. Home page redesigned	

Graphic Design and Printing Integration/Development of combined unit	Completion of lean thinking project to achieve improved workflow for quotations and jobs	1 st lean thinking project (quotations) completed. 2 nd lean thinking project (workflow) started end of February 2008. Final details to be presented to Executive Director Head of Services by May 2008	
	Transfer of all print orders to the printing financial management system	Completed December 2007	
	Creation of customer database and improved customer satisfaction	Customer database completed. Customer satisfaction process still being developed.	

Value: Sustainable Development

Resource Objective – We will promote sustainable development in our activities			
Action	Measures	Progress	Responsibility
Develop Resource and Service action plans with measures/targets/outcomes	Action Plan in place for implementation in 2007/2008	Achieved – June 2007	Head of Administration Services