

# Report

Report to:	<b>Performance and Review Scrutiny Forum</b>
Date of Meeting:	<b>29 September 2020</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Resource Plans and Connect Reporting 2020-21</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Forum with an opportunity to review the new format for Resource Plans and provide an overview of proposed reporting against the Council Plan for 2020-21

## 2. Recommendation(s)

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

- (1) that the new format for Resource Plans be noted;
- (2) that the key issues and areas of interest identified within the latest Resource Plans, detailed at Table 1, be noted; and
- (3) that the number and spread of measures to be reported against Resource Plans and the Council Plan Connect in 2020-21, shown at table 2, be noted.

## 3. Background

- 3.1. Resources have produced annual Resource Plans using a corporate template and following corporate guidance for many years. As a key element of the Council's planning and performance framework, the Resource Plans have a significant role to play in determining what gets reported throughout the year, both against the Resource Plans themselves and against the Council Plan, Connect.
- 3.2. In recent years there have been efforts to improve the quality of performance measures in Resource Plans as well as reduce the overall number of measures – enabling clearer reporting and reducing the burden of reporting across the Council.
- 3.3. In a continuation of this work and recognising that Resource Plans themselves have become increasingly lengthy and complex, the corporate template and guidance has been reviewed and simplified.
- 3.4. As a result, the 2020-21 Resource Plans have been reviewed and developed according to a new shorter format and revised Resource Planning Guidance. The new format takes cognisance of the influence of the COVID Recovery Plans prepared by each Resource and acknowledges how significant these will be in the work of the Council during 2020/21.

- 3.5. One of the benefits of simplifying the Resource Planning process is a sharper focus on key areas of interest and associated performance and improvement actions. This report presents the new format for Resource Plans and gives an overview of the key issues and areas of interest identified within the new Plans for 2020-21.

#### **4. Resource Planning Process 2020-21**

- 4.1. New guidance and a Resource Plan template for the 2020-21 Plans were issued in June 2020. The new guidance was designed to retain many of the key features of the South Lanarkshire approach while eliminating duplication and stripping out clutter. The aim was to keep Resource Plans short, sharp and focused on priority outcomes and actions.
- 4.2. To develop Resource Plans which achieved the right focus on the key areas of activity, Resources were requested to undertake a horizon-scanning and situational-awareness exercise covering the following topics:-

##### **Social Change, Legislation and Policies**

- ◆ PESTLE analysis (Political, Economic, Social, Technological, Legal and Environmental factors)
- ◆ Legislative proposals
- ◆ Key policies that influence the work of the Resource/Services

##### **Areas for Improvement**

- ◆ Benchmarking and previous performance
- ◆ Customer views
- ◆ Self evaluation
- ◆ Best Value
- ◆ External Regulations and Inspection

##### **Other potential triggers for action**

- ◆ Partnership Working
- ◆ Top Risks

- 4.3. From this exercise, a maximum of ten areas were selected for inclusion and development in the Resource Plans. These are shown in table 1 below.

**Table 1: Key areas of focus in Resource Plans 2020-21**

<b>Community and Enterprise Resources</b>
<ul style="list-style-type: none"><li>• Covid-19 Recovery Plan</li><li>• Economic Restart and Recovery Strategy</li><li>• Sustainable Development and Climate Change</li><li>• Fair, healthy and sustainable food system</li><li>• Zero Waste Plan and circular economy</li><li>• Glasgow City Region City Deal</li><li>• The future delivery of culture and leisure provision</li><li>• Legislative and policy changes – building standards, planning, and transport</li></ul>

<b>Education Resources</b>
<ul style="list-style-type: none"> <li>• Re-opening of schools/establishments</li> <li>• Wellbeing</li> <li>• Health and Wellbeing</li> <li>• Curriculum</li> <li>• Attachment</li> <li>• Counselling through schools</li> <li>• Early learning and childcare</li> <li>• Equity</li> <li>• Curriculum and Attainment</li> <li>• Digital learning</li> </ul>
<b>Finance and Corporate Resources</b>
<ul style="list-style-type: none"> <li>• Support for the Corporate Covid-19 Recovery</li> <li>• Deliver effective Employability Services to support Economic Recovery</li> <li>• Financial Strategy</li> <li>• Develop a programme of Service Reviews supporting Service Recovery</li> <li>• Deepening Community Engagement</li> <li>• Brexit</li> <li>• IT strategic developments</li> <li>• Embed Equalities and Workforce Planning in Recovery Process</li> <li>• Renewing corporate planning</li> </ul>
<b>Housing and Technical Resources</b>
<ul style="list-style-type: none"> <li>• Service Response to Covid-19</li> <li>• Service Resumption and Reinvention</li> <li>• Service Response to Brexit</li> <li>• Financial Considerations</li> <li>• Prevention and Alleviating Homelessness</li> <li>• Continuing to improve the supply and availability of housing</li> <li>• Health and Social Care</li> <li>• Development of Integrated Housing and Property Management System</li> <li>• Health and Safety</li> <li>• Asset Management</li> </ul>
<b>Social Work Resources</b>
<ul style="list-style-type: none"> <li>• Protection and care of vulnerable children, young people and adults</li> <li>• Responding to COVID-19 and recovery planning</li> <li>• Delivering the strategic commissioning plan intentions of the Health and Social Care Partnership</li> <li>• Delivering the transformation agenda</li> <li>• Delivering our improvement agenda</li> <li>• Delivering our workforce plan</li> </ul>

## **5. Resource Plans – Objectives, Measures and the Link to Connect**

- 5.1. Resources have used the four Connect priorities to generate their own Resource objectives, actions and measures. Recognising that the Council continually aims to improve and ensure effective and efficient use of resources, additional actions and measures have been developed under the heading Delivering the Plan and achieving Best Value.
- 5.2. In 2020-21 there are 51 Resource objectives, which is a reduction of 34 (40%) from the previous year.

- 5.3. For 2020-21, a total of 230 measures have been identified within the Resource Plans. This compares with 604 measures for 2019-20, a decrease of 374 (62%). Of those, 89 (39%) have been identified for reporting progress of Connect. This compares with 160 (26%) measures reported against Connect in 2019-20, a decrease of 71 (44%).
- 5.4. **Table 2** below shows the number of measures within each Resource Plan and the proposed number of measures to be reported against Connect in 2020-21. Resource Plan measures are checked against the 'Next Steps' in the Council Plan to assess coverage, to ensure that progress reporting is consistent, comprehensive and relevant to the vision and ambitions as set out in the Council Plan.
- 5.5. The figures shown below are based on the Resource Plans as at August 2020 and final numbers may vary slightly on conclusion of internal cross-checking exercises to enhance consistency and reduce duplication.

**Table 2: Reduction in number of measures to be reported against Resource Plans and Connect 2019-20 to 2020-21**

	Number of measures	
	2019-20	2020-21
Community and Enterprise	129	45
Education	165	24
Finance and Corporate	139	48
Housing and Technical	98	76
Social Work	73	37
<b>TOTAL (Resource Plans)</b>	<b>604</b>	<b>230</b>
<b>Council Plan, Connect</b>	<b>160</b>	<b>89</b>

## **6. Next Steps**

- 6.1. The changes to Resource Planning and reporting contained within the guidance for 2020-21 will be further developed for the 2021-22 Resource Plans, which will be developed to a timetable which will see them approved within the budget-setting cycle for 2021-22 (i.e. February 2021).
- 6.2. The views of the Forum are invited to help shape the format and content of the Resource Plans in the 2021-22 cycle.

## **7. Employee Implications**

- 7.1. There are no direct employee implications.

## **8. Financial Implications**

- 8.1. There are no direct financial implications.

## **9. Climate Change, Sustainability and Environmental Implications**

- 9.1. There are no direct climate change, sustainability and natural environment implications arising from this report.

## **10. Other Implications**

- 10.1. Considering the detail of the report and identifying actions as appropriate contribute towards effective risk management.

## **11. Equality Impact Assessment and Consultation Arrangements**

11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

11.2. Consultation was undertaken with officers of each Resource.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

25 June 2020

### **Link(s) to Council Values/Ambitions/Objectives**

- Promote Performance Management and Improvement

### **Previous References**

- None

### **List of Background Papers**

- None

### **Contact for Further Information**

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698 454904)

E-mail: [Tom.Little@southlanarkshire.gov.uk](mailto:Tom.Little@southlanarkshire.gov.uk)