

Report

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Report to:	Corporate Resources Committee
Date of Meeting:	7 July 2009
Report by:	Executive Director (Corporate Resources)

Subject:	Corporate Resources' Resource Plan 2009/2010
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for the Corporate Resources' Resource Plan 2009/2010

2. Recommendation(s)

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

- (1) that the key achievements made by the Resource during 2008/2009 are noted, as detailed in annex 1 to the Resource Plan 2009/2010;
- (2) that the Resource Plan 2009/2010 be referred to the Executive Committee for approval; and
- (3) that a 6 monthly interim progress report on the 2009/2010 Resource Plan be provided to a future meeting of the Committee.

3. Background

- 3.1. The Resource Plan for 2009/2010 has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates. It also identifies achievements for the previous year, reflects new improvement themes as appropriate, and establishes objectives and priorities for the new year.
- 3.2. The timespan for Connect was established as being from 2007 until 2011. However, in order to ensure it remains current, and reflects the Council's commitment to addressing changes which may arise at local and national levels, it was appropriate to carry out a 2009 Mid Term Review.
- 3.3. The 2009 Mid-Term Review process introduced a Corporate Improvement Plan and associated improvement themes for the first time, and was also used to reconsider priorities for the period 2009-2012. In addition the term of the Council Plan has been extended by 1 year to reflect the date for the local government elections in 2012. In The improvement actions from the recent Audit of Best Value and Community Planning in South Lanarkshire have been included in the Corporate Improvement Plan. The Improvement themes also reflect the next phase of the Best Value process, known as Best Value 2.
- 3.4. As a result, the Resource Plan 2009/2010 now embodies the vision, priorities, objectives and improvement themes of the Council Plan 'Connect', based on the 2009 Mid Term Review.

- 3.5. 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.
- 3.6. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented by the details of individual Service and Business 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, priorities, objectives and improvement themes at all levels.
- 3.7. The new format for performance reporting has been established for a full year and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams, and to Resource Committees. The focus has been on reporting progress on Council Plan actions, statutory performance indicators, other key performance measures, and high level Resource priorities.
- 3.8. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. The risks associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.

4. Resource Plan Detail, Monitoring and Reporting

- 4.1. The full Resource Plan is attached, and is now structured around the following headings:-
- ◆ Introduction
 - ◆ National Context
 - ◆ Local Context
 - ◆ Service Overview/Service Performance, Major Achievements 2008/2009
 - ◆ Resource Objectives/Actions 2009/2010
 - ◆ Capital and Revenue Resources 2009/2010
 - ◆ Achievements/Progress from 2008/2009 Plan
 - ◆ Organisational Structure
- 4.2. As part of the performance management arrangements, the Committee will also receive a mid year update of progress on the actions identified in the 2009/2010 Resource Plan.

5. Progress – 2008/2009

- 5.1. Overall, of the 90 measures outlined in our 2008/2009 Resource Plan, we have achieved 65 (72%), and 11 measures (12%) have not been achieved. There are a limited number of other measures 7 (8%) which have not been completed in this year of the Resource Plan, but are on course to achieve over the longer timescale of Connect. 6 measures (7%) will be reported later, and 1 measure (1%) is no longer applicable. Progress on all actions for 2008/2009 is noted in annex 1 of the 2009/2010 Plan.

5.2. Highlights of the year to date are noted below:-

<ul style="list-style-type: none"> • Annual member learning and development programme rolled out • Following receipt of national guidance, local code of good governance was revised and approved by Executive Committee in February 2009
<ul style="list-style-type: none"> • Household survey which took place in February 2008 gave a baseline of overall satisfaction with the Council at 86.5%
<ul style="list-style-type: none"> • Roll out of People Connect
<ul style="list-style-type: none"> • Performance reports have been prepared and provided to the Council's Community Planning Forum and Community Planning Partnership
<ul style="list-style-type: none"> • 289 Strategies, policies and functions where impact assessed by November 2008
<ul style="list-style-type: none"> • Exceeded target spend of 0.9% salary budget invested in learning and development • Successfully completed move to national recruitment portal in September 2008
<ul style="list-style-type: none"> • During 2008 Best Value reviews were completed on Legal Services, Learning and Development, and Recruitment Administration • First SLC Single Outcome Agreement delivered to the Scottish Government on schedule, June 2008 • Resource Plan and Connect Performance Reporting Framework rolled out
<ul style="list-style-type: none"> • Development, communication and launch of Employee Travel Plan in May 2008

5.3. Areas for improvement – the measures that we have not achieved are noted below, together with the reason why, and the management action now being taken, if required.

Council Value: Fair and Open Resource Objective – Develop, implement and communicate our corporate plans, performance and service standards			
Action	Measure	Progress	Management action, responsibility, deadline
Monitor and analyse complaints received by the Council.	% of complaints which reach stage 3 (escalation to Chief Executive)	Corporate complaints processes have been subject of a lean review during this time frame. The recommendations from this are currently being trialled.	Results of trials will be considered by the CMT in August 2009. These will include new performance measures. Executive Director (Corporate Resources)
	% of complaints responded to within 5 days		

Council Value: People Focused**Resource Objective – Seek the view of all stakeholders regularly on services we provide**

Action	Measure	Progress	Management action, responsibility, deadline
Establish a framework of consultation and customer satisfaction activities which inform service delivery.	Response rate to consultations carried out	The response rate has been lower than anticipated – due possibly to “consultation fatigue”	A refresh of the membership of the citizen’s panel will be undertaken in 2009-2010. Executive Director (Corporate Resources)
	Number of consultations carried out which have resulted in a change to service delivery	The target of 20 was not achieved in respect of external consultations which changed service delivery; however a further 12 internal consultations led to changes – a combined total of 21.	

Council Value: People Focused**Resource Objective – Protect the integrity & reputation of the Council and the safety of the public, members and employees**

Action	Measure	Progress	Management action, responsibility, deadline
Plan for Civil Contingencies, ensuring business continuity.	Implement Council business continuity plan, including business continuity plan for Headquarters complex by September 2008	Not achieved because the final stage of the reception/recovery planning aspects need to be progressed by individual services/Resources.	A contingency planning policy statement and project plan to assist Resources will be prepared and submitted to CMT for approval. Head of Personnel Services

Council Value: Excellent Employer**Resource Objective – Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities**

Action	Measure	Progress	Management action, responsibility, deadline
Maintain a stable workforce through the effective implementation of personnel policies.	Absence rate for Resource - 4%	A relatively small number of serious long-term absences have pushed up the overall rate within the Resource	Measures contained within the 2009/2010 Resource Plan will continue to keep absence rates at low levels Head of Personnel Services
Promote, develop and implement employee learning and development opportunities.	Coverage of PDR and associated training plans	The capacity to achieve 100% of PDRs completed is limited by a number of factors, such as staff sickness, long-term leave, etc. Good progress has been made against the levels in previous years.	A revised target has been agreed through the refresh of Connect which requires 100% of PDRs to be completed where they have been scheduled to be undertaken. Head of Personnel Services

Council Value: Accountable, Effective and Efficient

Action	Measure	Progress	Management action, responsibility, deadline
Implement Continuous Improvement Strategy.	Number of services Council-wide with Charter Mark (target = 10 by August 2008)	10 services were included in the Council's application and 9 achieved the standard. However Roads Safety Education (Enterprise Resources) withdrew.	No further action is required. Executive Director (Corporate Resources)

Manage land and property assets efficiently.	Proportion of operational accommodation that is in satisfactory condition (SPI)	Due to a deterioration in the condition of some properties, the targets have been narrowly missed. However, major capital investment is planned for 2009/2010 at 2 of our major properties.	Capital investment projects in 2009/2010 should see targets being met. Head of Administration Services
	Proportion of operational accommodation that is suitable for its current use (SPI)		

Council Value: Sustainable Development			
Action	Measure	Progress	Management action, responsibility, deadline
To deliver the identified actions for Corporate Resources from the Council's Sustainability Strategy.	Develop and implement a Corporate Print Strategy (including paper specifications, production methods and communication formats)	The print strategy was delayed in order to scope out the full scale of potential savings. A proof of concept exercise was carried out in 3 areas – scanning, logistics and paper procurement – A savings target of £70,000 has been identified in these three areas for 2009/2010.	The strategy is now on course to be finalised by October 2009. Head of Corporate Communications and Public Affairs

6. Employee Implications

- 6.1. The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Action Plans and in turn the Performance Development and Review process for individual employees in 2009/2010.

7. Financial Implications

- 7.1. The improvement themes, objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2009/2010 and, longer term, within the framework of the Council's approved Financial Strategy.

8. Other Implications

- 8.1. There are no other implications.

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.

- 9.2. Briefings on the mid term review of Connect have taken place with the Community Planning Partnership, and South Lanarkshire Council's elected members.

Robert McIlwain
Executive Director (Corporate Resources)

26 May 2009

Link(s) to Council Objectives

The Resource Plan has been structured upon the priorities, corporate improvement themes, objectives, and vision of the 2009 mid term review of the Council Plan 'Connect'.

Previous References

Corporate Resources Committee – July and November 2008

List of Background Papers

Corporate Resources – Resource Plan 2008/2009

Contact for Further Information

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

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