

Report

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Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	23 January 2018
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	New Council Plan, Connect 2017 to 2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- present the Forum with the Council Plan, Connect 2017 to 2022

2. Recommendations

2.1. The Forum is asked to approve the following recommendations:-

- (1) that the Council Plan, Connect 2017 to 2022 be noted.

3. Background

3.1. On 6 December 2017, South Lanarkshire Council approved the new Council Plan, Connect for the period 2017 to 2022. This report presents the Forum with the new Plan for noting. Copies of the Plan have been placed in Elected Member areas in advance of this report coming to Forum today and it is also available on the [council's website](#).

4. Core elements of the Council Plan, Connect

4.1. The core elements of the Council Plan, Connect 2017 to 2022 – the Vision, Values, Ambitions and Objectives – are set out in 4.2 to 4.6 below.

Vision

4.2. Our Vision 'to improve the quality of life of everyone in South Lanarkshire' remains unchanged as it is still considered to capture the overall aspiration of the Council. It also forms a strong link with the vision articulated within the draft Local Outcomes Improvement Plan (LOIP).

Values

4.3. Our Values have been in place for many years and are fundamental to the way the Council operates. The Values for the new Council Plan are:

New Connect Values
Focused on people and their needs
Working with and respecting others
Accountable, effective, efficient and transparent
Ambitious, self aware and improving
Fair, open and sustainable
Excellent employer

Ambitions

- 4.4. Ambitions form a clear link between the Council’s objectives and the wider work of the Community Planning Partnership (CPP). Going forward, this link will enable the Council to more readily demonstrate how it is making a difference for individuals and communities. This is one of the requirements of the new Statutory Direction on Best Value performance reporting, and is increasingly of interest to scrutiny bodies and the Scottish Government alike.
- 4.5. The Ambitions for the new Council Plan are:

New Connect Ambitions
Get it right for children and young people
Improve health, care and wellbeing
Promote economic growth and tackle disadvantage
Make communities safer, stronger and sustainable
Achieve results through leadership, good governance and organisational effectiveness

Objectives

- 4.6. To achieve the Ambitions above, the Plan sets out 11 objectives, which will guide Resources in developing and delivering services over the life of the Plan. The 11 objectives for the new Council Plan are:

New Connect Objectives
Improve later life
Protect vulnerable children, young people and adults
Deliver better health and social care outcomes for all
Improve the availability, quality and access of housing
Improve the road network, influence improvements in public transport and encourage active travel
Work with communities and partners to promote high quality, thriving and sustainable communities
Support the local economy by providing the right conditions for inclusive growth
Support our communities by tackling disadvantage and deprivation, and supporting aspiration
Improve achievement, raise educational attainment and support lifelong learning
Ensure schools and other places of learning are inspirational
Encourage participation in physical and cultural activities

Connect Diagram

- 4.7. A diagrammatic summary of the core elements of the Plan has been developed. This takes the form of a wheel – see Appendix 1. This captures the flexibility and dynamism of the Council Plan, Connect as we work together towards achieving our Ambitions and Objectives with our Vision and Values together at the centre of everything we do.

5. Structure and Content of Plan

5.1. The structure of the Plan is as follows:

1	Introduction - by Leader and Chief Executive	The introduction sets the scene for the Council Plan
2	Purpose and delivery of the Plan	Introducing core elements and what difference they will make
3	The South Lanarkshire context	Key facts about the South Lanarkshire area, including national and local factors identified from the PESTLE analysis (which looks at Political, Economic, Social, Technological, Legal and Environmental factors)
4	How we deliver for South Lanarkshire	A summary of the range of services which are provided by each of the council's Resources and which will deliver on the Council Plan objectives
5	Our successes	Summary of achievements from Connect 2012/2017, with links to other performance information available: including the Annual Performance Report and The Reporter
6	What is next and what is important?	Presenting the new Connect 'wheel' diagram and introducing the Vision, Values and Ambitions
7	How do we get there?	Our Objectives detail what we aim to do at an operational level in delivering services. This section introduces and briefly describes each of our Objectives and the difference they will make to the people and communities in the South Lanarkshire area
8	Delivering our Plan	Comprising: <ol style="list-style-type: none">1. Funding2. People3. Assets4. Performance management5. Public Performance Reporting6. Governance7. Top Risks8. Assurance

6. Links with Resource Plans

- 6.1. The Council Plan offers flexibility, both at the Resource level and from one year to the next, to deliver the Council's objectives. Alongside this flexibility, however, comes the requirement to ensure that the 'golden thread' from Council Plan to Resource Plans remains unbroken and that the reporting framework for Resource Plans also delivers full and appropriate reports for the Council Plan.
- 6.2. Officers will continue to ensure that the 2017/2018 Resource Plans reflect the detail of Connect 2017 to 2022, as appropriate. The details are recorded within the Council's Performance Management System IMPROVe to enable continued, effective performance management. Progress reports will be provided to the Executive Committee every 6 months at Quarters 2 and 4 each year. These reports will also be brought before the Performance and Review Scrutiny Forum for noting. Also at Quarters 2 and 4, Resource Committees will receive reports on progress made with Resource Plan objectives, actions and targets.

7. Consultation

- 7.1. The Council Plan was informed by consultation with stakeholders. A SNAP survey was prepared for public and stakeholder participation which was promoted through the Council website and The Reporter, a copy of which was posted to every household in South Lanarkshire. In addition, a number of stakeholder groups were targeted and invited to take part in the consultation, including the People's Panel, the Disability Partnership, Seniors Together, youth groups, and the employee network.
- 7.2 The survey received 297 responses, which showed overwhelming approval for the draft Vision, Values, Ambitions and Objectives outlined in the Council Plan. A summary of responses is detailed in the table below:

Question:	Responses:	
To what extent do you agree, or disagree with our...	Strongly agree/agree	Disagree/strongly disagree
- Vision	96%	4%
- Values	95%	5%
- Ambitions	94%	6%
- Objectives..		
Improve services for older people	99%	1%
Protect vulnerable children, young people and adults	99%	1%
Deliver better health and social care outcomes for all	98%	2%
Improve the quality, access and availability of housing	97%	3%
Support the local economy by providing the right conditions for inclusive growth	97%	3%
Tackle disadvantage and deprivation, and support aspiration	97%	3%
Improve achievement, raise educational attainment and support lifelong learning	97%	3%
Ensure schools and other places of learning are inspirational	97%	3%
Encourage participation in physical and cultural activities to improve health	97%	3%
Improve road network, influence improvements in public transport and encourage active travel	96%	4%
Collaborate with partners and communities to promote high quality, thriving and sustainable communities	95%	5%

- 7.3 Further information on the consultation exercise and responses to the draft Council Plan are provided at Appendix 2.
- 7.4 The results of the survey indicated that the public and stakeholders broadly agree with the direction of travel mapped out by the Council Plan for 2017 to 2022. One of the further advantages of the Council Plan is that it is flexible enough to respond to changing demands and to accommodate specific policies once agreed by the Council. Resource Plans are continually monitored and are refreshed on an annual basis, while the previous Council Plan, 2012 to 2017, underwent a refresh halfway through its life.

8. Communication

- 8.1. It is key that the residents of South Lanarkshire and external stakeholders are supportive of the Council Plan and remain aware of the approach outlined by it. It should be clear to them that the vision remains 'to improve the quality of life of everyone in South Lanarkshire', and that this is at the core of the Council's delivery of all its services.
- 8.2 As with previous versions of Connect, a communication strategy was developed to include informing both external and internal stakeholders. An effective communication strategy will ensure a common understanding and approach.
- 8.3. External communications include, but are not be limited to: press releases and associated articles in the local media; articles in the View and other Council publications; articles on the Council website; active use of social media, including the Council's twitter account and Facebook page, supported by dynamic ways of presenting the information such as animations and other graphics.
- 8.4. All communications specific to the Council Plan will include a link/icon and URL to take all readers/visitors directly to a pdf of the document itself. This link will be promoted through all other appropriate print and digital publication issued by the Council and individual Resources.
- 8.5. It is also important that each South Lanarkshire Council employee understands the part they play in the successful delivery of the Council Plan, Connect and its objectives.
- 8.6. Over many years we have recognised the 'golden thread' which runs from Connect, through Resource and Service Plans, to the key work objectives for each employee. This helps to ensure Connect has a relevance to all and leads to an understanding of what the council aims to achieve. This will be reinforced through a structured roll-out of information relating to the Council Plan across Resources, with the contents communicated at a corporate level through articles in The Works and the intranet, reinforced by discussion at all levels, including Executive Director briefings and team meetings.

9. Employee Implications

- 9.1. There are no employee implications arising from this report.

10. Financial Implications

- 10.1. It is anticipated that there will be no additional direct costs incurred in developing the Council Plan, Connect 2017 to 2022. The majority of publication and communication material will be developed according to the Digital First approach. The cost of publishing a limited number of hard copies of the Plan as well as summary leaflets for employees and other public information material will be met from existing budgets.

11. Other Implications

- 11.1. Failure to demonstrate that risk is actively considered and managed can not only lead to avoidable financial loss but could also adversely affect delivery of services and could affect the Council's reputation. Work was undertaken by the Risk Management section during the preparation of the Council Plan, to ensure that the new plan was aligned with the Council's top risks.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. An Equality Impact Assessment has been completed for the new Council Plan, Connect and is available on the Council's website. Committee was previously advised that the council submitted a screening report to the Scottish Government SEA Gateway (which liaises with the Consultative Authorities – Scottish Natural Heritage, Historic Environment Scotland and Scottish Environmental Protection Agency). It determined that an SEA was not required because the Council Plan is unlikely to have significant environmental effects. The Consultative Authorities agreed that there was 'no likelihood of significant environmental effects' arising from the Plan. Consultation has taken place with CMT, Heads of Service and Resource Management Teams. Wider consultation with stakeholders took place following approval of the draft Plan.

Paul Manning
Executive Director (Finance and Corporate Resources)

22 December 2017

Link(s) to Council Objectives/Ambitions

- Achieve results through leadership, good governance and organisational effectiveness

Previous References

- Executive Committee Report 8 March 2017 – Refresh of the Council Plan, Connect 2017 to 2022
- South Lanarkshire Council report 6 December 2017 – Council Plan, Connect 2017 to 2022

List of Background Papers

- None

Contact for Further Information

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

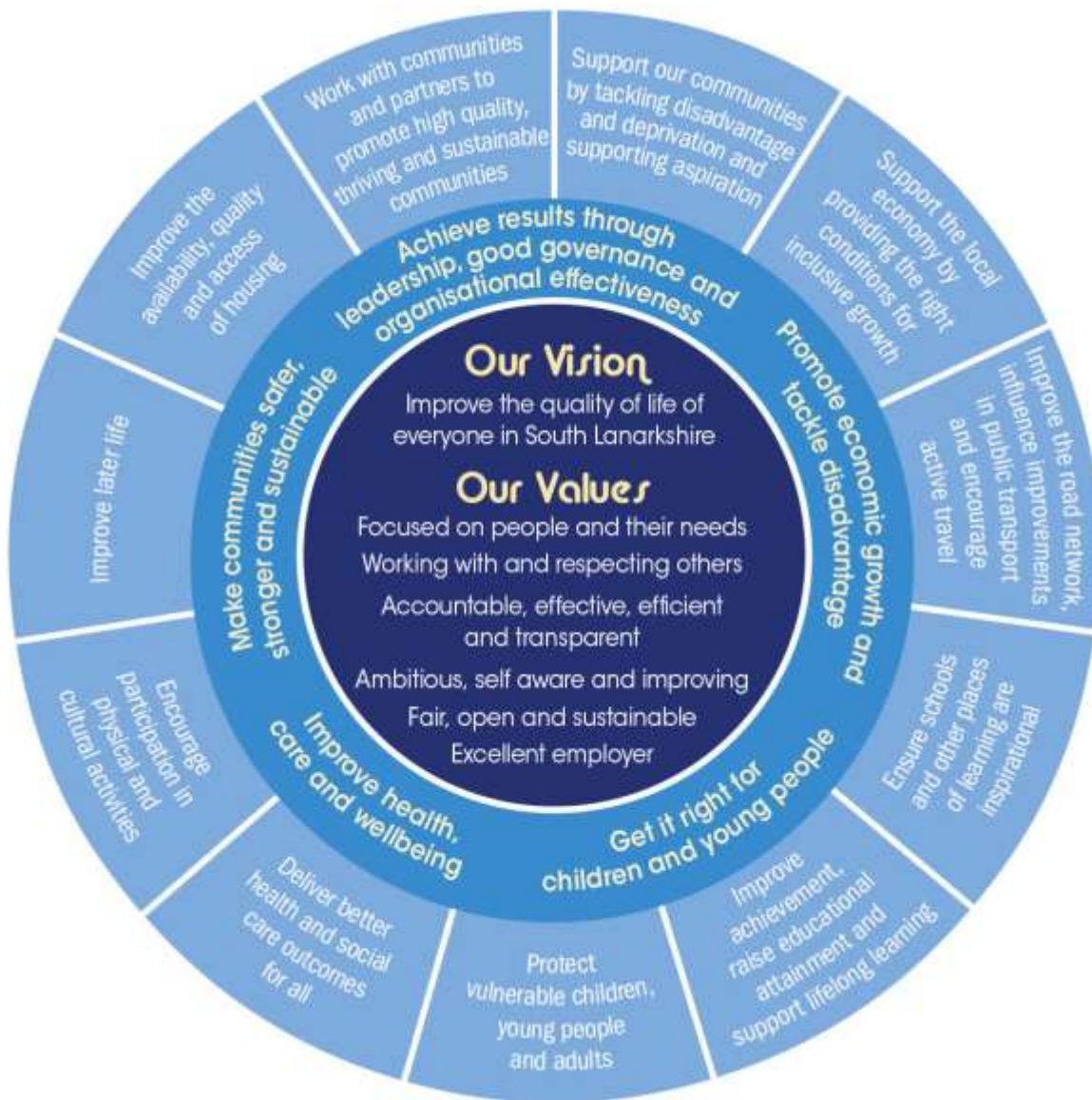
Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698 454904)

Email: tom.little@southlanarkshire.gov.uk

Performance: performance@southlanarkshire.gov.uk

The Council Plan, Connect 2017 to 2022 diagram



Consultation Exercise Results

Based on the recommendations in the 8 March 2017 report to the Executive Committee, the draft Council Plan was the subject of wider consultation with the public, employees, partners and stakeholders.

A short survey was prepared and promoted through the Council website and The Reporter (a Council publication delivered annually to every household in South Lanarkshire). In addition, a number of stakeholder groups were targeted and invited to take part in the consultation, including the People's Panel, the Disability Partnership, Seniors Together, Youth Groups and the employee network. The survey was open from the end of March until mid July 2017. During this time a total of 297 responses were recorded.

We presented the 'wheel' diagram as an illustration of the vision, values, ambitions and objectives in the new Council Plan. We asked the following questions about the draft Council Plan Connect 2017-22:

To what extent do you agree or disagree with our:

- Vision
- Values
- Ambitions
- Objectives

The results of the responses are included in the main body of the report and showed overwhelming approval and agreement.

Individuals were invited to provide further comments on our vision, values, ambitions and objectives. These will be summarised and passed on to the relevant Resource or service to be discussed appropriately

In terms of demographics, the following information was also captured by the survey:

Gender:

- 30% of respondents were male and 65% were female (with 5% preferring not to answer the question)

Area: % of respondents from the 4 main areas in South Lanarkshire

- 14% from Clydesdale (Lanark, Biggar, Carluke etc)
- 20% from East Kilbride and Strathaven
- 32% from Hamilton, Bothwell, Blantyre, Larkhall, and Uddingston
- 10% from Rutherglen and Cambulang
- 24% from outside the South Lanarkshire area

Age group:

Other than the younger than 18 years category, the pattern of respondents closely follows the population pattern for the South Lanarkshire Council areas and is therefore, considered representative.

% respondents and population in the following age categories:

Age group	Respondents to survey	SLC Population *
younger than 18 years	0%	20%
18-24 years	2%	8%
25-34 years	11%	11%
35-44 years	21%	13%
45-54 years	33%	16%
55-64 years	28%	14%
65-74 years	4%	10%
75 years or older	1%	8%

* population figures based on the most recent statistics available – the mid year population estimates at 30 June 2016