

Finance and Corporate Resources

Finance and Corporate Resource Plan 2021-22

Section	Contents	Page
1.0	Introduction	3
2.0	Key areas of focus for the year ahead	4
3.0	Resource outcomes	7
4.0	Measures and actions	8
5.0	Resourcing the Plan	12

Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out outcomes and priorities for the coming year.

The five services within Finance and Corporate Resources help to ensure that the council operates successfully in an increasingly complex and challenging environment, and although diverse, each service is essential to the running of the council and the delivery of its vision, values and priorities.

Administration and Legal Services provides essential support for the core democratic and governance arrangements of the council as well as providing a full range of legal advice and support, managing electoral events and licensing and registration services to the public.

Communications and Strategy provides accurate, timely information for employees and residents. The service is responsible for the council's publications, its websites, intranet and social media. It also co-ordinates all Media enquiries. The service incorporates improvement functions, leading the council's work in pursuit of continuous improvement.

Finance Services provides sound financial stewardship to ensure the council's priorities are effectively funded and expenditure, including procurement, is appropriately monitored, controlled and reported. Finance Services is split between transactional activities including payables, procurement, risk management and insurance, revenues and benefits, and customer services and development; and Strategy which includes budget strategy, budget monitoring and providing financial support to all Resources.

Information Technology Services supports all council services through the maintenance of over 5,000 computers and servers running over 200 business applications across council Resources. This delivery is supported by council wide networks covering telephone, printing, mail and internet technologies.

Personnel Services is responsible for delivery of the full spectrum of personnel policies and practices across the council. This includes employee learning and organisational development; consultation; and supporting unemployed people into jobs, training or further education. The service also manages payroll, health, safety and wellbeing and is responsible for the co-ordination and implementation of equality and diversity legislation, good practice, and advancing equality for all.

The Resource is also responsible for a number of overarching services and functions, which are not shown above. These are the **Community Engagement Team**, which provides support to the Community Planning Board, and provides a single interface for community engagement including neighbourhood planning; **Audit and Compliance Services**, which provides assurance on the effectiveness of the council's risk management, control and governance arrangements, as well as ensuring compliance with European grant award requirements; and the **Central Research Unit**, which provides briefings and analysis on social, economic and demographic situations, policy developments and trends which may impact on decision-making, policies and resource allocations of the council and its communities.

Paul Manning
Executive Director
Finance and Corporate Resources

Section Two – Key areas of focus for the year ahead

2.0. Overview

The Resource has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. These are outlined briefly below.

2.1. Covid 19- response and recovery

Through the initial period of 2020-21, the Council responded to the Global Pandemic, ensuring that essential services could safely be delivered, and the most vulnerable members of our community were safe. The Council now moves onto the period where we return to full service delivery, where appropriate, and recover from the period of service disruption. This will include new ways of working.

Finance and Corporate Resources will provide core support for services as they look to return to full capacity. This includes providing key financial advice, as well as the necessary advice and support around the workforce and their safety. The Resource will also support our Elected Members, ensuring their meetings run effectively, and they are provided with information to allow decisions to be taken on shaping service delivery going forwards.

COVID-19 has had a significant effect on financial position of many families and therefore front-line services for communities and people are expected to continue to provide valuable support as the effects of the pandemic carry forward into 2021-22.

2.2. Deliver effective Employability Services to support Economic Recovery

Covid 19 has had a significant impact on the economy and as a result there has been a substantial increase in unemployment. There are new groups of unemployed seeking support, different from those groups the original employability programmes were designed for. Service delivery now needs to be redesigned to be delivered in a Covid safe way, with a move away from face to face support. In addition, programmes will have to address new need in addition to offering enhanced assistance to those traditionally supported in this area. Opportunities for employment and work placements are likely to be significantly reduced, so creative approaches to the provision of occupational experiences and effective use of funding streams to maximise support are required.

2.3. Financial Strategy

The Resource leads on financial planning and reporting for the Council. Over recent years, the challenges for Local Government finance have continued, around balancing pressures of meeting additional demand and costs of delivering services. A key part of the financial management process is the development of Financial Strategies, developing financial plans which deliver the council's aims and ambitions, while recognising and responding to financial constraints. Financial strategies are prepared annually and approved by members leading to the final approval of annual budgets. This process includes consideration and approval of efficiency and savings options, and considers requirements for investment. The strategic approach to financial planning also includes planning for Capital programmes of work.

The costs of responding to, and recovering from, the Covid19 pandemic added pressures to the Council's budgets in 2020-21 and is expected to do so into 2021-22.

2.4. Develop a programme of Service Reviews supporting Service Recovery

In Service recovery plans, change is explicit, and this needs to be reflected in the guidance to support our revised service review programme. It is important that managers and leaders are equipped to lead transformation, and that review and improvement processes are adopted and welcomed. Through the recovery process, there is the opportunity to shape Council services which are responsive, flexible and fit for purpose in our new environment. A transparent process which is understood by all involved, the early involvement of those affected, and honest evaluation of options will be key features of our approach. Guidance and support need to be tailored to be fit for purpose in the new environment.

- 2.5. Deepening Community Engagement** Over the coming year, there are key pieces of work to be carried out around creating new and sustainable structures which involve local people effectively in influencing decisions which have an impact upon them and their lives, and supporting them to take positive action themselves to improve outcomes.

Linked to this is the development of new ways of working, such as the ongoing review of Community Planning. The further development of the new networks which have emerged during the pandemic will be a key part of identifying new priorities for the council and Community Plans alongside our South Lanarkshire communities.

- 2.6. EU Exit** The potential impact of EU Exit on council funding and the economy were of concern before the COVID19 pandemic. It is now certain these areas will be significantly impacted by the effects of the pandemic, increasing the potential harm to the provision of local services and local business.

In terms of organisational planning, at a national level the Scottish Co-ordination Group (Covid19) has established a short life working group to consider the issue of concurrent risks – Covid19, Severe Weather and adverse effects of European Union (EU) Exit are amongst risks being considered not just in terms of likelihood or potential impact but how such scenarios can be managed simultaneously and the necessary national to local co-ordinating structure required for such purpose.

- 2.7. Strategic digital developments** The Council is investing heavily in digital technologies to improve the delivery of services to citizens, streamline and standardise business processes, and improve collaboration and partnership working (eg HSCP). This investment is targeted on delivering significant productivity improvements and cost savings. IT has a major part to play in digital transformation by implementing and supporting new technologies at pace and at scale.

IT projects will continue to be prioritised based upon need, business case and alignment with Council Priorities. Partnerships with Local Government Digital Office, NHS Lanarkshire, Scottish Government and key suppliers will be leveraged to share best practices and accelerate rollout and adoption of new digital solutions. IT will continue to maintain high levels of availability of IT estate and high levels of support to officers and elected members.

Key IT activities will include completing the rollout of agile working for Council staff, and the migration of all computer systems from the Caird Datacentre.

- 2.8. Embed Equalities and Workforce Planning in Recovery Process** Current research and analysis of data indicates that Covid 19 is likely to adversely impact specific groups in our society more than others. Our Equality Impact Assessment (EQIA) has identified similar issues, namely the disproportionate effect on older people, women, children and people with disabilities, and people from Black and Minority ethnic backgrounds. In addition, the full socio-economic impact of lockdown as a result of Covid19 has not yet become apparent, although it is anticipated that there will be greater impact on those with low skills, low incomes as well as those who are 16-24 years of age and those who are over 50 years of age.

There have been significant changes to our own council's ways of working and how the workforce carries out service delivery. Increasing use of technology and working from home options have changed service delivery operations and how teams work together. Consultation with service users, members of the public and employees is needed in order to ensure that performance is maintained and people's priority needs are met. Flexibility in our approach to work and employees will be needed to accommodate the possibility of further local lockdowns, increased savings requirements, and the need to be efficient and responsive without creating disadvantage. Our recovery plans need to take account of both fair work and fair service delivery to our communities. The Council will publish its Mainstreaming Equalities Report in 2021, to meet its statutory requirements. This will set out our performance in relation to the Public Sector Equalities Duties and our plans for the future.

2.9. Renewing corporate planning Post-Covid, there is a need to look afresh at the council's strategic planning and reporting, to ensure that key plans are focused on the topics that matter most. There is an opportunity to strengthen the common vision and joint areas of work set out in the Council Plan and the Community Plan, increasing the links between the two documents and ensuring they are both developed in dialogue with the people and communities of South Lanarkshire. Within the year the Resource will lead on a renewal of strategic planning, including the development of Resource Plans and work to further align the Council Plan with the Community Plan.

2.10. Community Wealth Building Community Wealth Building (CWB) is an alternative approach to traditional economic development, which seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. There is growing interest in CWB across the UK and especially in Scotland, where it has been endorsed by the Scottish Government as an important plank of how Scotland can deliver on its wellbeing economy aspirations. Finance and Corporate Resources will lead on the development of a Community Wealth Building strategy for South Lanarkshire, working with Elected Members and across all Resources to embed the CWB approach in the council's work through 2021 and beyond.

Section Three – Resource Outcomes

3.1. Resource Outcomes

Finance and Corporate Resources has established the following Resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none">Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none">A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.
Get it right for children and young people	<ul style="list-style-type: none">No Resource Objectives for this priority
Improve health, care and wellbeing	<ul style="list-style-type: none">No Resource Objectives for this priority

3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Finance and Corporate Resources has established the following Resource outcomes to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	<ul style="list-style-type: none">Customers experience high quality and improving council servicesThe council demonstrates high standards of governance and sound financial stewardshipThe workforce has the skills, flexibility and capacity to deliver the council's prioritiesDigital and ICT services meet the needs of the council and its customers
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Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our outcomes; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20.

Resource Outcome:	A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.			
Measure	Baseline	Annual Target	Links	Service
1. Number of unemployed people supported via council-operated employability programmes	1,322 people	1,000 people	C7.2	Personnel
2. Number of unemployed people gaining sustainable employment	713 people	400 people	C7.2	Personnel
3. Number of unemployed people accessing further education or training	568 people	200 people	C7.2	Personnel
4. % unemployed people assisted into work from council operated/funded employability programmes	—	>15.1%	LGBF	Personnel
Resource Outcome:	The council demonstrates high standards of governance and sound financial stewardship			
Measure	Baseline	Annual Target	Links	Service
5. Pay invoices within the target of 28 days	—	90%	LGBF	Finance (Trans)
6. The cost per dwelling of collecting Council Tax	—	£6.50	LGBF	Finance (Trans)
7. Percentage of income due from Council Tax received by the end of the year - in year (incl water)	95.36%	94.0%		Finance (Trans)
8. % of Non-Domestic rates income achieved	98.6%	96%		Finance (Trans)
9. Sundry Income collection	98%	92%		Finance (Trans)
10. Liquor licensing processing target - 95% within service targets	99%	95%		Admin and Legal
11. Registration processing target - 97% within service targets	99%	97%		Admin and Legal
12. Citizenship processing target - 97% within service targets	100%	97%		Admin and Legal
13. Complaints processing target - 97% within service targets	100%	97%		Admin and Legal

Resource Outcome:	The workforce has the skills, flexibility and capacity to deliver the council's Priorities			
Measure	Baseline	Annual Target	Links	Service
14. Number of accidents per 1,000 employees (council-wide)	82.9	Reduce by 5%		Personnel
15. Sickness absence days per teacher – target less than 6.1 days	–	<6.1 days	LGBF	Personnel
16. Sickness absence days per employee (non- teacher) – target less than 11.9 days	–	<11.9 days	LGBF	Personnel
Resource Outcome:	Customers experience high quality and improving council services			
Measure	Baseline	Annual Target	Links	Service
17. Customer Service Centre - % of calls answered		90%		Finance (Trans)
18. Customer Service Centre – average queue time		2 minutes		Finance (Trans)
19. Benefits administration – average processing times for new Housing Benefit and Council Tax Reduction claims	15 days	15 days		Finance (Trans)
20. Housing Benefit and Council Tax Reduction – accuracy of processing	94.4%	93%	LGBF	Finance (Trans)
21. Scottish Welfare Fund – average processing times for Crisis Grants		2 days		Finance (Trans)
22. Scottish Welfare Fund – average processing times for Community Care grants		15 days		Finance (Trans)

4.b. What actions we will take in 2021-22

Resource Outcome: A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.			
Action	Steps we will take to deliver our actions	Links	Service
1. Develop a Community Wealth Building strategy for South Lanarkshire	Develop a CWB strategy for South Lanarkshire and seek approval from Elected Members by May 2021.		Comms and Strategy
	Establish a Community Wellbeing Commission by October 2021		
	Engage with CPP partners on CWB principles and approach by September 2021		
2. Deliver effective Employability Services to support Economic Recovery	Adjust the current suite of employability programmes to operate in a Covid safe way and match the changed service need. Implement and report on the following by March 2022:	C7.2	Personnel
	Young Persons Guarantee Programme		
	Kickstart Programme		
	Modern Apprenticeships		

	No-One Left Behind Programmes, including Parental Employability Support Programme and Gateway to Employment.		
Resource Outcome: The council demonstrates high standards of governance and sound financial stewardship			
Action	Steps we will take to deliver our actions	Links	Service
3. Lead financial planning and reporting for the council	Financial Strategy to be agreed by June 2021		Finance (Strategy)
	Budget proposals to be considered by members by November 2021		Finance (Strategy)
	Budget agreed by March 2022		Finance (Strategy)
	Capital programme for 2021-22 to be agreed by March 2021		Finance (Strategy)
Monitor the financial impact of Covid	Monitor and report periodically on the costs and financial plan around Covid costs and recovery – every 4 weeks		Finance (Strategy)
Resource Outcome: Customers experience high quality and improving council services			
Action	Steps we will take to deliver our actions	Links	Service
4. Adjust the Service Review guidance taking account of the Recovery Plan and changed environment	Service Review Guidance updated to reflect changes by October 2021		Personnel
	Gain approval for a programme of Service Reviews by May 2021		Personnel
Resource Outcome: Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes			
Action	Steps we will take to deliver our actions	Links	Service
5. Increase routes for communities to participate in in decision making and priority setting	Develop a bespoke locality planning partnership in each of the four localities	C6.5	Community Engagement Team
	Identify community priorities and create a new Partnership Community Plan during 2021	C6.4	Community Engagement Team
	Support communities and Resources in the roll out of a 1% mainstream participatory budgeting process	C6.4	Community Engagement Team
Resource Outcome: Customers experience high quality and improving council services			
Action	Steps we will take to deliver our actions	Links	Service
6. Deliver more convenient and accessible forms of customer contact	Develop online forms to replace all existing Benefits, Council Tax and NDR PDF forms		Finance (Trans)
	Increase the use of digital contact methods available to customers		Finance (Trans)
Resource Outcome: Digital and ICT services meet the needs of the council and its customers			
Action	Steps we will take to deliver our actions	Links	Service

7. Take forward IT strategic developments	Complete the rollout of agile working across SLC staff via rollout of Windows 10 laptops, Office 365 and Cisco softphones by September 2021		IT
	Implement approved actions from Year 2 of the SLC Digital Inclusion Strategy to support most deprived citizens to access benefits of being online		IT
	Creation of new Digital Strategy to cover 2021-2024 and approval by September 2021	C12.7	IT
	Develop and deliver training plan to upskill IT staff in new technologies		IT
	Complete migration of all computer systems and storage from Caird datacentre by December 2021	C12.7	IT
Resource Outcome: The workforce has the skills, flexibility and capacity to deliver the council's Priorities			
Action	Steps we will take to deliver our actions	Links	Service
8. Report on the Recovery EQIA measures to address inequality	Included in our Mainstreaming Equalities report		Personnel
9. Adjust the Council Workforce Plan to match the changed environment	Workforce Plans reconfigured and reported to committees by March 2021	C12.9	Personnel
Resource Outcome: Customers experience high quality and improving council services			
Action	Steps we will take to deliver our actions	Links	Service
10. Lead on the renewal of strategic planning and work to further align the Council Plan with the Community Plan	Conduct South Lanarkshire wide survey and community conversations to inform the new Plans by summer 2021		Comms and Strategy
	Engage with partners and hold priority-setting events to inform the new Plans by October 2021		
	Prepare a draft Council Plan and Community Plan for formal consultation by December 2021		

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £31.965million for 2021-22. The table below allocates this budget across the services:

NET Budget by Service	2021-22	
Detail	£ million	%
Finance Services (transactions)	10.970	34.32
Finance Services (strategy)	1.877	5.87
Information Technology Services	5.695	17.82
Administration and Legal Services	4.003	12.52
Communications and Strategy	0.883	2.77
Personnel Services	8.213	25.69
Other (audit, community engagement and research)	0.324	1.01
Total	31.965	100

5.2. Capital Budget 2021-22

The following capital budget of £2.605million is allocated to the Resource for 2021-22:

Capital Programme 2020-21	
Project	£ million
Digital Connectivity	0.234
Website / CRM / MDM / Customer Portal /Integration Tools	0.225
Oracle Upgrade	1.335
Caird Replacement	0.311
Climate Change / Digital Transformation	0.500
Total	2.605

5.3. Resource Employees

Finance and Corporate Resources has 967 employees as at March 2021. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

Service	Number of employees
Finance Services (transactions)	432
Finance Services (strategy)	66
Information Technology Services	115
Administration and Legal Services	103
Communications and Strategy	34
Personnel Services	184
Other (audit, community engagement and research)	33
Total	967

5.4. Organisational structure

