

# Report

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>27 September 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Finance and Corporate Resource Plan: Quarter 4 Progress Report 2022/2023</b>
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## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ provide the Finance and Corporate Resource Plan Quarter 4 Progress Report 2022/2023, for the period 1 April 2022 to 31 March 2023

## **2. Recommendations**

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

- (1) that the Finance and Corporate Resource Plan Quarter 4 Progress Report 2022/2023 as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource for the year, as detailed in paragraph 5.3. of this report, be noted;
- (3) that the areas for improvement and associated management actions as detailed in paragraph 5.4. of this report, be noted; and
- (4) that the additional scrutiny of changes in measure status between Quarter 2 and Quarter 4 as summarised at paragraph 5.5 and detailed at Appendix 3 of this report, be noted.

## **3. Background**

- 3.1. The Finance and Corporate Resource Plan 2022/2023 was approved by the Executive Committee on 24 August 2022 and noted by this Committee on 7 September 2022 and sets out the outcomes, measures and actions to be managed and delivered by the Resource in the financial year 2022/2023.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements and provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the Outcomes set out in the Council Plan Connect 2022 to 2027.
- 3.3. As Elected Members are aware, from March 2020 onwards at times the Council was forced to suspend or reduce a number of services that could not be continued in full due to the Covid pandemic. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities, and businesses. Despite the return of services through the council's Recovery Plan there is a Covid legacy in terms of a residual impact on some services and a significant build-up of demand, as a result of which there remains an inevitable impact on performance in some areas.

#### 4. Resource Outcomes 2022/2023

- 4.1. The Resource has established a number of outcomes to support the delivery of the Connect Outcomes in 2022/2023. These are detailed at Appendix 1.

#### 5. Quarter 4 Progress Report 2022/2023

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 4 Progress Report 2022/2023, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

Status	Definition
Blue	Project complete
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. This will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 5.2. Measures which are classified as 'red' are considered in detail at section 5.4. of this report. To ensure adequate scrutiny of performance across all Resources, the council's Performance and Review Scrutiny Forum may consider 'red' and/or 'amber' measures at a future meeting.

The overall summary of progress to date is as follows and performance should be considered in the context of the impact of responding to Covid 19:-

Status	Measures			
	Statistical	Project	Total	%
Blue	N/A	11	11	24%
Green	14	15	29	63%
Amber	3	2	5	11%
Red	0	1	1	2%
Report later/Contextual	0	0	0	0%
<b>Totals</b>	<b>17</b>	<b>29</b>	<b>46</b>	<b>100%</b>

(Data correct as at 28 August 2023)

- 5.3. Key achievements for 2022/2023, are noted below:-

##### 5.3.1.

Connect Outcome	Communities and Environment
Resource Outcome	Achievement
Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes	In pursuit of developing bespoke locality planning, two partnerships have been established in Cambuslang/Rutherglen and Clydesdale, chairpersons are in place and have joined the Community Planning Partnership Board.
	Burnhill Action Group, working closely with Community Engagement Team and liaising with Grounds Services, Planning and Community Service Team has developed an overgrown and vandalised area of ground at Burnhill Highbacks in Rutherglen into a brilliant community hub where fun days,

	youth activities and community engagement are delivered – a great use of council resources and specific Participatory Budgeting money. It also attracted external support and funding and now is a real benefit for the community. A great example of our neighbourhood planning work (Our Place Our Plan).
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<b>Connect Outcome</b>	<b>Education and Learning</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Connect Outcome

<b>Connect Outcome</b>	<b>Health and Wellbeing</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Connect Outcome

<b>Connect Outcome</b>	<b>Children and Young People</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Connect Outcome

<b>Connect Outcome</b>	<b>Housing and Land</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Connect Outcome

<b>Connect Outcome</b>	<b>Our Economy</b>
<b>Resource Outcome</b>	<b>Achievement</b>
A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive	At the Community Wealth Building (CWB) Commission on 6 September an input from Centre for Local Economic Strategies (CLES)/Scottish Government provided an opportunity for a wide-ranging discussion of CWB both in the UK and elsewhere, which will feed into the further development of the strategy in South Lanarkshire. The strategy has widened in scope to include partner contributions through the action plan and reports to the Commission by partners provide opportunities to develop the strategy through partnership working.
	We support a range of Modern Apprentices in Care, Digital/IT, Construction and Business Administration, to help bring in a new talent pipeline of recruits to support the council's workforce planning requirements.
	Following the launch of the Warm Welcome Grant Initiative Scheme the council worked to enable voluntary and third sector organisations to provide a network of warm spaces across the council area to assist individuals during the cost of living and fuel prices crisis. 35 applications were processed and payments made totalling £32,545

5.3.2. In addition to working towards these Outcomes, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource outcomes have also been identified under the heading Delivering the Plan and achieving Best Value.

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Outcome</b>	<b>Achievement</b>
The Council demonstrates high standards of governance and sound financial stewardship	The Council's Revenue Budget Strategy for 2023/2024 was approved by Council on 22 February 2023. The Council Tax level for 2023/2024 was declared on the same date, in line with Statutory deadlines.
Customers experience high quality and improving Council services	Licensing and Registration implemented a remote birth registration service, providing customers with the option of registering a birth either in person or over the phone. They also implemented the Short Term Lets Licensing Scheme and online application process.
	The use of 'real-time' messaging within Transactions has been implemented within the Benefits and Council Tax Call Centre and is being rolled out to other teams ie Non Domestic Rates (NDR), Customer Service Centre (CSC). This enables call handlers to issue links to online forms/web content to callers to promote customer self-service for enquiries, such as applying for Benefits/discounts and registering for myaccount.
	The new Council Plan 2022 to 2027 and the new Community Plan 2022 to 2032 were completed and approved by the full Council on 15 June 2022
	Legal Services supported colleagues in Housing to deliver the programme to support Ukrainian displaced persons through : <ul style="list-style-type: none"> <li>the completion of a lease with landlords, to provide interim accommodation in Hamilton and</li> <li>the award of a contract to the Salvation Army in December 2022 to deliver housing support services</li> </ul>
	Various projects related to the council's delivery of affordable housing: Legal Services successfully concluded missives for the acquisition of a site at Wellhall Road, Hamilton from Lovell Homes for construction. New housing constructed by the council was transferred to West Whitlawburn Housing Cooperation to ensure delivery of affordable housing in the local community.
The workforce has the skills, flexibility and capacity to deliver the council's priorities	During the period 1 April 2022 to 31 March 2023, Council employees completed 129,310 eLearning modules. In the same period, 6,437 employees attended 1,187 classroom-based events, and 2,790 employees attended 271 virtual online events.
Digital and ICT services meet the needs of the council and its customers	<ul style="list-style-type: none"> <li>Implemented a new home care workforce scheduling system.</li> <li>Upgraded Audio Visual systems installed within the Council Chambers, with live streaming available on the youtube channel</li> <li>Refreshed network equipment across the schools estate.</li> <li>Completed the migration of all desktop PCs from Windows 7 to Windows 10.</li> </ul>

Delivering the Plan and achieving Best Value	
Resource Outcome	Achievement
	<ul style="list-style-type: none"> <li>Delivered the ICT requirements for the new Care Hub in Blantyre</li> <li>Public Sector Network (PSN) accreditation was awarded</li> </ul>

#### 5.4. Areas for improvement

Measures that have been classified as 'red' (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where applicable.

Delivering the plan and achieving Best Value		
Resource Outcome: Digital and ICT services meet the needs of the council and its customers		
Measure	Comments/Progress	Action by Manager (where applicable)
Migrate to new Integrated Housing and Property Management system by Nov 2022	Due to COVID and other technical reasons, the project is currently being replanned.	Contract with Aereon terminated and new contract signed to implement Capita Housing One. Project team formed and project initiation underway. Deadline revised to December 2024.

#### 5.5. Scrutiny of change in measure status

A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed status from Quarter 2 to Quarter 4. On analysis of these, four measures recorded a decline in performance. Details of these four measures are included at Appendix 3. The remaining measures under scrutiny changed to Green (timescale or target met) or Blue (complete) and need no further action.

### 6. Employee Implications

- 6.1. The outcomes noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.

### 7. Financial Implications

- 7.1. The outcomes within the Resource Plan are reflected in the respective annual Resource Revenue and Capital budgets and, longer term, within the framework of the council's approved Financial Strategy.

### 8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no climate change or environmental implications as a result of this report.
- 8.2. The Council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. All Resource Plans have recognised sustainable development and climate change as a key area of focus for 2023/2024.

## **9. Other Implications**

- 9.1. There are no other implications as a result of this report.
- 9.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

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

- 10.1. 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.

**Paul Manning**

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

21 August 2023

### **Link(s) to Council Values/Priorities/Outcomes**

- ♦ The Resource Plan has been structured upon the Vision, Values and Outcomes in the Council Plan Connect 2022 to 2027

### **Previous References**

- ♦ Finance and Corporate Resource Plan Quarter 4 Progress Report 2021/2022 - noted by Finance and Corporate Resources Committee on 7 September 2022

### **List of Background Papers**

- ♦ Council Plan Connect 2022 to 2027 – approved by the full Council on 15 June 2022
- ♦ Finance and Corporate Resource Plan 2022/2023 – approved by Finance and Corporate Resources Committee on 7 September 2022

### **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)

## Finance and Corporate Resource Outcomes 2022-23

Connect Priority	Resource Objectives
<b>Communities and Environment</b>	<ul style="list-style-type: none"> <li>Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes</li> </ul>
<b>Education and Learning</b>	<ul style="list-style-type: none"> <li>No Resource Outcomes for this Connect Outcome</li> </ul>
<b>Health and Wellbeing</b>	<ul style="list-style-type: none"> <li>No Resource Outcomes for this Connect Outcome</li> </ul>
<b>Children and Young People</b>	<ul style="list-style-type: none"> <li>No Resource Outcomes for this Connect Outcome</li> </ul>
<b>Housing and Land</b>	<ul style="list-style-type: none"> <li>No Resource Outcomes for this Connect Outcome</li> </ul>
<b>Our Economy</b>	<ul style="list-style-type: none"> <li>A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive</li> </ul>
<b>Delivering the Plan and achieving Best Value</b>	<ul style="list-style-type: none"> <li>The council demonstrates high standards of governance and sound financial stewardship</li> <li>Customers experience high quality and improving council services</li> <li>The workforce has the skills, flexibility and capacity to deliver the council's priorities</li> <li>Digital and ICT services meet the needs of the council and its customers</li> </ul>