

# Report

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>7 September 2022</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Finance and Corporate Resource Plan: Quarter 4 Progress Report 2021/2022</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 2021/2022, for the period 1 April 2021 to 31 March 2022

## 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 2021/2022 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 to date, 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 2021/2022 was approved by the Executive Committee on 28 April 2021 and noted by FCR Committee at its meeting on 2 June 2021 and sets out the outcomes, measures and actions to be managed and delivered by the Resource for the financial year 2021/2022.
- 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 Priorities set out in the Council Plan Connect 2017 to 2022.
- 3.3. Despite the easing of social distancing and other restrictions, the Council continues to face financial and other impacts resulting from Covid. At times during the pandemic a number of services had to be suspended or reduced due to Government advice, and the Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. There was an inevitable impact on performance in some areas, with some effects ongoing.

#### 4. Resource Objectives 2021/2022

- 4.1. The Resource has established a number of outcomes to support the delivery of the Connect Priorities in 2021/2022. These are detailed at Appendix 1.

#### 5. Quarter 4 Progress Report 2021/2022

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 4 Progress Report 2021/2022, 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 definition, 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	14	14	27 %
Green	14	13	27	52 %
Amber	5	2	7	13 %
Red	0	1	1	2 %
Report later/Contextual	3	0	3	6 %
<b>Totals</b>	<b>22</b>	<b>30</b>	<b>52</b>	<b>100%</b>

(Data correct as at 31 May 2022)

- 5.3. Key achievements for 2021/2022, to date, are noted below:-

##### 5.3.1.

Connect Priority	Promote sustainable and inclusive economic growth and tackle disadvantage
Resource Outcome	Achievement
A people-centred approach to recovery is implemented to help individuals, communities, businesses and	Following on from approval of a Community Wealth Building (CWB) Strategy in March 2021, a CWB Commission was established to drive forward CWB in South Lanarkshire. The first meeting of the Commission – which has representation from across the political spectrum and involves our Community Planning Partners (CPP) – took place on 31 August 2021.

<b>Connect Priority</b>	<b>Promote sustainable and inclusive economic growth and tackle disadvantage</b>
the social and third sector thrive	We processed the Scottish Government funded 'Cost of Living' award of £150 to the Council Tax accounts of 112,000 South Lanarkshire households to help mitigate the impact of the cost of living crisis.
	We are working with a range of external employers and are seeking innovative approaches to filling Council vacancies through a new employability delivery model that fast tracks a potential pool of suitable unemployed clients participating on employability programmes into Council job opportunities. This year we intend to develop and operate a bank staff system that will fully connect employability programmes with council job vacancies.
	Taxi and private hire car operators and drivers were significantly impacted during the pandemic. Further support funds were made available and so, in addition to the support grant applications and payments processed in 2021, the Council processed 2,759 support fund applications for operators and drivers with 2,113 payments made.

<b>Connect Priority</b>	<b>Get it right for children and young people</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Priority

<b>Connect Priority:</b>	<b>Improve health, care and wellbeing</b>
<b>Resource Outcome</b>	<b>Achievement</b>
	No Resource Outcomes for this Priority

<b>Connect Priority</b>	<b>Ensure communities are safe, strong and sustainable</b>
<b>Resource Outcome</b>	<b>Achievement</b>
Customers experience high quality and improving Council services	The Council's website was updated to comply with Web Accessibility legislation that became law on 23 September 2020, enhancing the customer experience and ensuring no action against the council by the Equalities Commissioner.
Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes	The Council undertook its general services budget consultation process between December 2021 and January 2022 to allow feedback for Members prior to approving the council's budget.
	The first Community Partnership in South Lanarkshire has been established in the Cambuslang and Rutherglen areas. Detailed legal support and advice was required to ensure full public consultation and engagement in the creation of 16 new nature reserves, adding to the existing one at Langlands Moss.

5.3.2. In addition to working towards these Priorities, 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	<ul style="list-style-type: none"> <li>◆ The 2022/2023 financial strategy was approved in June 2021. This paved the way for finalising a budget for members to approve on 23 February 2022, following receipt of the local government settlement.</li> <li>◆ The Housing budget was also approved on 23 February, setting Council house rents and capital investment for the coming year.</li> <li>◆ The General services capital budget for 2022/2023 was agreed at the same council meeting.</li> <li>◆ The 2020/2021 financial accounts were finalised in line with the normal timetable, and following a successful external audit, a clean audit certificate was signed off on 17 November 2021.</li> <li>◆ Support and advice continued to be provided by finance teams in relation to managing the ongoing impact and recovery from the pandemic during 2021/2022.</li> </ul>
	Working in partnership with Scotland Excel, we are progressing with a review of procured spend under a Transformation project to identify potential efficiencies in Council expenditure.
The workforce has the skills, flexibility and capacity to deliver the Council's priorities.	A system of bulk communications was developed using a database of personal email addresses so that South Lanarkshire Council and South Lanarkshire Leisure and Culture (SLLC) employees who do not have a Council/SLLC email address are included in important Covid and other mass communications.
	Personnel services teams have adapted processes and arrangements in response to Covid restrictions to enable Human Resources (HR) service delivery to be maintained and respond effectively to additional requests.
	Robust partnership working arrangements have been in place with Trade Unions to ensure services and employees supported to maintain a safe working environment.
	A graduate training programme has been developed for Procurement staff to grow internal talent given the wider pressures in this recruitment market.
	New Leadership programme and Management Development offerings now being delivered. Partnership working arrangement implemented with Angus Council and Perth and Kinross for cross sector delivery of Coaching training.

Delivering the Plan and achieving Best Value	
Resource Outcome	Achievement
	The professionalism and experience of Legal Services successfully concluded the acquisition of all land required, including a Compulsory Purchase Order (CPO), to ensure that the council completed the timely construction of the new Clyde Bridge at Pettinain.
	Training was delivered by Legal Services to assist Housing colleagues with their decision making and evidence gathering procedures following changes to evictions legislation.
Digital and ICT service meet the needs of the council and its customers	<ul style="list-style-type: none"> <li>◆ The Council achieved PSN cyber security certification</li> <li>◆ A major milestone was achieved in the Caird datacentre exit project - all Almada Street computer systems were successfully migrated to external provider</li> <li>◆ IT installations were completed for four Education new builds</li> </ul>
	The Council's Tessello Learning Management System (LMS) has successfully delivered online learning to Council staff 24 hours a day every day. Notably throughout the period of the pandemic this has been achieved while maintaining a service level of greater than 99%. A two year extension to this contract has been established resulting in an upgraded and improved platform.

#### 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 required:-

Delivering the plan and achieving Best Value		
Resource Outcome: The workforce has the skills, flexibility and capacity to deliver the council's Priorities		
Measure	Comments/Progress	Action by Manager (where applicable)
Workforce Plans reconfigured and reported to committees by March 2022	Activity around workforce plan reporting was delayed due to an increase in Covid disruption over the winter period	Workforce plan reports rescheduled to be complete September 2022.

#### 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, only six measures show a decline in performance, mainly due to the Covid pandemic. The remaining measures have shown an improvement in performance or are complete (13 measures). A list of all the measures falling into this category of further scrutiny is included at Appendix 3.

## 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 Resource Plan takes into account Resource responsibilities in relation to sustainable development and climate change.

## **9. Other Implications**

- 9.1. 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)**

27 June 2022

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

- ♦ The Resource Plan has been structured upon the Vision, Values and Priorities in the Council Plan Connect 2017 to 2022

## **Previous References**

- ♦ Finance and Corporate Resources Committee – 1 September 2021 Quarter 4 Progress Report 2020/2021
- ♦ Finance and Corporate Resources Committee – 9 February 2022 – Quarter 2 Progress report 2021/2022

## **List of Background Papers**

- ♦ Council Plan Connect 2017 to 2022 – endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017: mid-term review of Connect endorsed by the Executive Committee 24 June 2020
- ♦ Finance and Corporate Resource Plan 2021/2022 – approved by the Executive Committee on 28 April 2021 and noted by FCR Committee at its meeting on 2 June 2021

## **Contact for Further Information**

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

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