SOUTH LANARKSHIRE COUNCIL

Finance and Corporate Resource Plan 2019 - 20

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2019-20 which sets out our objectives and priorities for the coming year.

The Council Plan Connect 2017-22 is built upon the council's vision 'to improve the quality of life of everyone in South Lanarkshire'. 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, ambitions and objectives.

The core democratic functions of the council – the work of councillors, committees, forums, and the Joint Boards – are supported by **Administration and Legal Services**. This service provides a full range of legal advice and support to the council and also oversees council-wide governance arrangements, including electoral events, as well as providing licensing and registration services to the public.

Communications and Strategy provides accurate, timely information for employees and residents, and promotes the council's policies, decisions and services. The service is responsible for the editorial content and design of the council's publications and its external website, the intranet and social media. It also co-ordinates all Media enquiries. It provides centralised coordination of advertising, staff identification badges, print (including Multi-Functional Devices - MFDs), bulk mail and shredding. The service incorporates improvement functions, leading the council's work in pursuit of continuous improvement.

The sound financial stewardship provided by **Finance Services** ensures that the council's priorities are effectively funded and council expenditure, including procurement, is appropriately monitored, controlled and reported. Finance Services is split between Transactional activities including payroll, 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.

All council services are dependent on the work of **Information Technology Services**, which maintains 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 the development and implementation of the council wide personnel strategy and the 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, prioritising effort to support those furthest removed from the labour market. The service also manages 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.

Also within the remit of the Resource is Audit and Compliance Services, which delivers a programme of audit assignments that provide assurance around the effectiveness of the council's risk management, control and governance arrangements. The function is also separately responsible for ensuring compliance with European grant award requirements. 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. The newly in place Community Engagement Team provides support to the Community Planning Board and relevant subgroups, manages

neighbourhood planning and the roll out of community planning processes, and provides a single interface for community engagement.

The high standard and continuing professional excellence of our services is indicated by the awards and accolades received in the past year, which include:

- A very positive Best Value Assurance Report from Audit Scotland, which concluded that the council performs well, demonstrates sound financial management, and has effective leadership and clear strategic direction.
- The council maintained its Disability Confident Employer status, first awarded in 2016, for a further two years until December 2020.
- The council achieved Silver status in the Generation 6 Investors in People Standard.
- We retained the corporate Customer Service Excellence (CSE) accreditation in 2018-19, supporting the current seven award holders in maintaining their status.
- The council maintained the Gold Healthy Working Lives Award.
- The council currently holds a Level 1 carers award and is working towards achieving Level 2.

In addition, we will be taking part in and will be working towards becoming an Equally Safe at Work accredited employer this year. This is a new award and will focus on areas core to addressing women's inequality in the labour market, preventing violence against women in the workplace, and supporting survivors at work. South Lanarkshire Council is one of seven councils selected to be part of the pilot. The other councils are:

- Aberdeen City Council
- Highland Council
- Midlothian Council
- North Lanarkshire Council
- Perth and Kinross Council
- Shetland Council

None of these achievements or awards would be possible without the commitment and efforts of our staff, and I would like to once again thank them for their contribution.

Additional performance information is also available on later pages (sections 2.1. and 4.2, and Annex 2) of this plan. Our achievements show the range of our contribution to the work of the council and its values, ambitions and objectives, and demonstrate that, in the midst of significant financial challenges, we continue to develop new approaches and enhance service delivery.

The financial outlook for the public sector continues to be challenging. Consequently, the main tasks in the coming year will be to continue the delivery of professional services to support the council through the difficult financial times ahead and ensuring that improvement continues to be at the forefront of our activities.

Together, the services provided by Finance and Corporate Resources ensure that the council is a well-governed, accountable, self-aware and improving organisation, equal to the challenges that lie ahead. In the coming year we will continue to provide excellent, professional services which support and add value to all the services delivered by the council.

Paul Manning
Executive Director
Finance and Corporate Resources

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the on-going financial constraints, the council continues to do everything in its power to protect and maintain vital services.

The overview gives a brief outline of the extent of the services that we deliver, however these services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

2.1. Resource Overview

Finance and Corporate Resources monitors a range of performance measures to ensure delivery of objectives and to maintain high standards.

The range of our activity and key performance measures are shown below.

Administration and Legal Services

- In line with Standing Orders, we achieved publication of final agenda papers and associated reports to 100% council committees and forums at least five days in advance of the meeting
- Over 94% of Chief Executive enquiries were dealt with within the 10 day timescale, in line with corporate standards, against a target of 90%
- Legal Services dealt with 1,874 new cases in 2018-19 and of these only seven were outsourced
- Licensing and Registration – during 2018 a total of 2,074 Civic Government (Scotland) Act 1982 licences were processed. A total of 1,256 liquor licences (of various types) were processed, 680 Nationality Checking Service appointments were made with 102 nationality document return service appointments made, 96 European passport return service appointments made and 114 placing request appeals processed. In 2018, we registered 7,493 events and carried out 391 civil ceremonies

Audit and Compliance Services

- 91% of audit actions were completed by 31 March 2019 against a target of 90%
- Cumulative error rate for the 2014-20 European Union grant programme was 0% against a target of 2%

Communications and Strategy

- Successful and positive conclusion to the Accounts Commission BVAR
- 1,213,379 million web visitors logged
- 39,575 digital tasks carried out
- 853 media enquiries logged,428 media jobs logged and 981 adverts placed
- 6,205 production and print jobs, 4,910 mail jobs and 2,989 design jobs complete
- 4,979 staff identification cards produced this year

Finance Services

- The council's 2019-20 revenue budget was set to a value of £720 million following approved savings of £10.8 million
- A Long Term Revenue Budget Strategy was approved by Executive Committee in August 2018 which included scenario planning

- A Long Term Capital Strategy was approved by Executive Committee in November 2018, which included additions to the 2019-20 capital programme totalling £19.257 million, resulting in a revised programme of £72.541 million. This included additional investment of £12.4 million for roads carriageways, roads infrastructure and bridges. A further £6.857 million was made available to allow the completion of the Primary Schools' Modernisation Programme, as well as capacity pressures within the school estate and the implementation of 1,140 hours provision within early years'
- The 2019-20 Housing Revenue Account budget was set at a gross value of £105.2 million, including a capital investment programme of £61.9 million
- Payment of salaries, on time every time, to over 15,000 employees, and payment of 95% of invoices within 30 days
- We ensured all statutory returns to HM Revenue and Customs (HMRC) were met including VAT self-assessment
- We dealt with over 350,000 phone calls to our Customer Service Centre, 300,000 Community Alarm Calls in our 24 Hour Control Centre and 120,000 calls in our Benefits and Council Tax Call Centre
- We dealt with over 160,000 enquiries at our Q and As
- We processed 10,900 Scottish Welfare Fund and 6,000 Blue Badge applications
- We processed 3,000 new Housing Benefit applications and 35,000 Housing Benefit changes in circumstances applications
- We processed 10,000 new Council Tax Reduction claims and 66,000 Council Tax Reduction changes in circumstances
- We processed 1,001 insurance claims and reviewed council Risk Registers
- We achieved full compliance with the requirements of the council's corporate risk management strategy
- We developed online transactional forms for the council and set up 20 new forms. We received 85,000 online forms in Finance (Transactions), an increase of 40%.
- We co-ordinated procurement activity across the council
- We co-ordinated all SMS activity and issued 80,000 SMS messages

Information Technology Services

- We implemented a new Electronic Document and Records Management system for the council, to enable full compliance with General Data Protection Regulation (GDPR) data privacy and Public Records Act legislation
- We rolled out more on-line forms on our website to allow citizens to more conveniently access council services, including council tax and rent balances
- We migrated council email to Office 365 cloud email
- We achieved accreditation to Scottish Government Cyber Essentials data security standard
- We upgraded legacy phone system to fully supported Voice over IP telephony
- We refreshed and upgraded computer systems in schools and libraries across South Lanarkshire
- We implemented new IT systems for committee management, and for fleet management
- Procured a new integrated housing and property management IT system
- We successfully delivered on a programme of upgrades and new IT solutions to help achieve council objectives, efficiencies and legislative change
- 29,333 IT helpdesk calls were answered
- 7,703 IT service requests were processed

Personnel Services

- 284 public consultations were completed on the council's key policies, such as the budget process, rent setting and online access, involving the general public and specific focus groups
- We processed 1,377 adverts, leading to the appointment of 1,734 employees
- 24,801 attendances at classroom based learning and development events. Employees also completed 64,795 learn on line training packages

Additional performance information is also available in section 4.2. and Annex 2 of this Resource Plan.

2.2. Social Change, Legislation and Policies

2.2.1. The Financial Outlook

The outlook for public service finance continues to be uncertain particularly given the use of taxation powers and the potential impact of those powers.
In this challenging environment, Finance Services prepared a Long Term Financial Strategy which was approved by Executive Committee in August 2018. The Strategy included a number of scenarios to highlight the change in savings required depending on differing assumptions including government grant and social care demand.
The Long Term Strategy identifies increasing running costs, including pay, and when combined with the expected reduction in Government grant, shows that the levels of savings in the coming years will continue to present a significant challenge.
For Finance and Corporate Resources, savings approved for 2019-20 totalled £3.093 million including cross-Resource reviews. In addition there will be a continuing need for the Resource to provide crucial professional support, guidance and leadership (in areas such as governance, partnership working, risk management, best value and continuous improvement) throughout the council.

2.2.2. Health and Social Care Integration

The financial arrangements and reporting of information to the Integrated Board are now established. The council continues to provide financial support and guidance to the Board including the completion of their Annual Accounts.

2.2.3. Welfare reform

The Government's welfare reform programme is one of the most significant challenges facing providers of public services. The number of people affected by the changes will significantly increase during 2019-20 as working age benefit claimants continue to transfer to Universal Credit. There will be continuing implications across the council, and within Finance and Corporate Resources there is a requirement to support change through IT Services, Communications and Strategy, Finance Services, Legal Services and Personnel Services.

Public Sector Reform and challenges for local government

The findings of the Christie Commission on the future delivery of public services will continue to exert influence on local government in the coming years. The principles are that future service design and delivery must

- empower individuals and communities
- integrate service provision
- seek to prevent negative outcomes
- become more efficient by reducing duplication and sharing services

Priorities include the need for better long-term strategic planning, greater transparency in budget-setting and decision-making, enhanced oversight and accountability, greater focus on

outcomes and the need to prioritise measures which will reduce demand and lessen inequalities.

2.2.4. Electoral Events

In view of Brexit, preparations are ongoing for any potential electoral event, such as a referendum or a UK Election.
In addition, preparations are underway for the Scottish Youth Parliament Elections and for the Carluke BID Ballot 2019.

2.2.5. Statutory requirements

New and revised legislation will impact on the work of the Resource during 2019-20. These include:

Statutory requirements – Finance and Corporate Resources	
Legislative Area	**Impact**
Accounts Commission and Audit Scotland requirements	The Head of Communications and Strategy will facilitate the council's arrangements for Best Value and Public Performance Reporting via the Corporate Improvement Advisory Board. Appropriate actions and progress will be reported to the council's Risk and Audit Scrutiny Forum. The council's use of the Local Government Benchmarking Framework (LGBF) will be promoted and monitored, as this is part of our responsibilities under the Accounts Commission's Direction which determines the performance information that councils must publish locally each financial year.
Air Weapons and Licensing (Scotland) Act 2015	Measures are being put in place to ensure the legislation is complied with.
Children and Young People Act 2014	Work will be required over the next few years in respect of implementing the provisions of the Act including the role of the local authority as Corporate Parent, Children's Services Plans, the introduction of the Named Person concept, the extension of early years childcare, continuing care to looked after children, the provision of aftercare to eligible young people up to age 26, responsibilities to kinship carers and the introduction of the concept of wellbeing.
Child Poverty (Scotland) Act 2017	This legislation places a duty on the council and NHS Lanarkshire to report annually on current and future activity to reduce child poverty. The first Local Child Poverty Action Report is due as soon as practicable after 31 March 2019. Feedback on the report will be provided by the Poverty and Inequality Commission during 2019-20. This duty has clear linkages with the work of the wider Community Planning Partnership.
Community Empowerment (Scotland) Act	Work will continue to implement the Act. A report on the number of participation requests received in 2017-18 and the council's response to them has been published on the council's website as required by the Act. In relation to Part 2 of the Act (Community Planning), the council will continue to work with Communities and Community Planning Partners to deliver the requirements of the Act.

Statutory requirements – Finance and Corporate Resources	
Legislative Area	**Impact**
Equality Act	The Head of Personnel Services will continue to monitor the implications of equalities legislation and report progress to the Equal Opportunities Forum against the council's mainstreaming equality report. The Public Sector Equality Duty (PSED) requirements are still under review.
Fairer Scotland Duty	This duty has links with the Equality Act 2010 and the Scotland Act 2016 and places a requirement on public bodies to consider what more they can do to reduce poverty and inequality when making key decisions.
General Data Protection Regulation	Work has been undertaken in 2018-19 to review the council's policies, documentation and training materials to implement the General Data Protection Regulation which came into force on 25 May 2018. A Data Protection Officer has been appointed by the council and notified to the Information Commissioner's Office as required by the Act.
Procurement Reform Act and Public Procurement (EU Exit) Regulations	The Head of Finance (Transactions) will ensure that the council responds to the changes in procurement directives as a result of the UK's exit from the European Union and that new requirements are reflected in the council's Procurement Strategy.
Public Bodies (Joint Working) (Scotland) Act 2014	The Public Bodies (Joint Working) (Scotland) Act 2014 resulted in the implementation of an Integrated Joint Board for Health and Social Care in South Lanarkshire from 1 April 2016. Delegated budgets are now in place and these are being monitored by the Board. A Standards Officer and Depute have been appointed from Legal Services to the Board. A Data Protection Officer for the Board has been appointed from Legal Services in terms of the General Data Protection Regulations. Work will continue to ensure we meet the challenges posed by these changes in terms of delivering financial and legal support/guidance to the Joint Board.
Public Records Act	The council submitted a progress update review in January 2019, in respect of the four amber elements in the Records Management Plan, to National Records of Scotland (NRS). NRS noted the improvements made in respect of these elements and the ongoing work towards full compliance which will be achieved with the full implementation of the Electronic Document Management System (Objective). The improvement action plan will continue to be co-ordinated by the Information Governance Board.
Welfare Reform Act and related Scottish legislation	The Welfare Reform Act continues to impact heavily on South Lanarkshire's residents, its economy and the council. The Executive Director of Finance and Corporate Resources is co-ordinating the council wide response and all services within our Resource are contributing to this effort, ranging from developing the IT systems required, monitoring budget implications, personnel and safety issues, communications and legal issues.

Statutory requirements – Finance and Corporate Resources	
Legislative Area	**Impact**
Outdoor Adventurous Activities	The council will consider amendments to the Occupational Health and Safety Management System in response to the 2018 review of the Adventure Activities Licensing Regulations 2004 (AALR). The implications of the decision to remove AALR are not expected to be known until the late summer of 2019.
Other legislative changes	A range of other legislation will have an impact on council services, with corresponding implications for the Resource, particularly Legal Services. Legal Services will also be assisting the council with the effect of any legislative or other changes arising from BREXIT.

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

2.3. The Council Plan, Community Planning and the Community Plan

2.3.1. **Community Planning** is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes. It also extends the statutory requirement to participate in Community Planning to a number of other public bodies.

2.3.2. In the new Community Plan, the Community Planning Partnership has agreed a new overarching objective to tackle poverty, deprivation and inequality with a focus on people, jobs, skills and wellbeing.

The strategic themes of the CPP and the Community Plan link to the Council Plan Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety	Make communities safer, stronger and sustainable
Health and Social Care	Improve health, care and wellbeing
Sustainable Economic Growth	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people (GIRFEC)

The Council Plan is considered in more detail in Section 3.

2.4. Other commitments

2.4.1. Partnership Working

Finance and Corporate Resources co-ordinates the council's key partnership working arrangements through the Community Planning Partnership. As well as developing the strategic direction for the Partnership, including the Community Plan and Neighbourhood

Plans, the Resource supports the work of the Partnership Board and the structures which sit underneath it. The Resource has also been closely involved with work relating to the integration of health and social care, working with NHS Lanarkshire on both internal and external communications aspects of the integration and the delivery of a joint internal audit service to the Integrated Joint Board.
Administration and Legal Services provides advisory and administrative support and Communications and Strategy provides communications support to a number of partner committees/boards including:-

- Clyde Valley Learning and Development Joint Committee
- SEEMiS (Education Management Information System)
- Corporate Connections Board
- Getting It Right for South Lanarkshire's Children's Board
- Lanarkshire Valuation Joint Board (LVJB)
- City Deal
- Safer South Lanarkshire Board
- South Lanarkshire Area Support Team
- South Lanarkshire Cycling Partnership
- South Lanarkshire Public Protection Chief Officers' Group
- Sustainability Partnership
- City Region - Employability and Skills
- South Lanarkshire Integration Joint Board
- EK taskforce

To stay abreast of the latest developments across Information Technology (IT) in the public sector and beyond, the council participates fully in the Local Government Digital Transformation Board, the Society of Information Technology Management (SOCITM) as well as many specific technical and user forums. In addition, the council shares data securely with the NHS and other partners in the Lanarkshire Data Sharing Partnership. The council provides data hosting services to several public sector organisations and actively pursues opportunities to share IT development and operational costs with other bodies.

2.4.2. Service Reviews

During 2018-19, efficiency reviews of the following services were undertaken:

- Advice Services
- Finance Services
- Legal Services
- Payments to voluntary organisations
- Print and Design
- Information Technology

The recommendations, action plans, savings and changes to service delivery will be introduced during 2019-20 and beyond. Service efficiency reviews will continue to be examined in the coming year.

2.4.3. Equality and Diversity

Equality is an integral part of achieving best value and underpins the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity between different groups; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation within the council and will work with others to do so in the South Lanarkshire area.

Finance and Corporate Resources has a key role to play delivering the council's equality outcomes as outlined in the South Lanarkshire working for you - mainstreaming equalities report, and will take forward key actions, including:

- Taking effective action on equality by identifying where individuals' needs are not being met
- Making the right decisions, first time around through effective consultation and engagement and carrying out impact assessments
- Developing better policies and practices based on evidence available locally and nationally
- Being more transparent, accessible and accountable
- Delivering improved outcomes for all by understanding the needs of the individuals

2.4.4. Sustainable Development

Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities.

The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Finance and Corporate Resources has a key role to play delivering aspects of the council's Sustainable Development and Climate Change Strategy and the Biodiversity Duty Implementation Plan, and will take forward the following actions:

- Promote sustainable travel by employees
- Consider and implement increased use of Scottish Government's prioritisation and sustainability toolkits
- Develop and implement a Sustainable Procurement Policy
- Continue to utilise national public sector collaborative contracts for electricity, gas, water, biomass and fuel
- Continue to identify areas where energy and carbon reduction initiatives can be achieved by ensuring the ICT Carbon Reduction Plan is continually updated and reviewed
- Expand opportunities to implement environmental, social and economic benefits for our communities through our procurement practices including promoting implementation of the Living Wage
- Promote council strategies such as digital delivery in the form of use of, for example, the intranet/internet and hyperlinks
- Moving to a paper light committee administration system through the use of tablet devices for elected members and other appropriate officers
- Promote and enhance the council's biodiversity assets including extending local nature reserves
- Promote biodiversity activity through improved web and social media presence

2.4.5. Information Governance

Finance and Corporate Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy. This strategy outlines key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was approved by the Keeper of the Records at the National Records of Scotland in June 2017. This was a statutory requirement of the Public Records (Scotland) Act 2011. A progress update report on the four improvement actions at amber was submitted to the National Records of Scotland in January 2019. These will be fully addressed by the implementation of the new Electronic Document and Records Management System (Objective) throughout the council.

2.4.6. Top risks

To successfully manage risk, council and Resource Plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:

- Reduction in council funding, resulting in difficulties maintaining front line services
- Failure to adequately prepare for national expansion in early years education and childcare provision
- Potential liability arising from claims of historic abuse
- The council is significantly affected by the impact of the UK leaving the European Union
- Failure to maintain the required pupil/teacher ratio
- Information governance not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
- The council fails to evidence delivery of actions necessary to achieve the objectives set out in the Integrated Joint Board Strategic Commissioning Plan

In the coming year, Finance and Corporate Resources will take forward all reasonable necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these key risks.

2.4.7. Best Value

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement. The council underwent a Best Value Audit in autumn 2018 which led to the publication, by Audit Scotland, of a Best Value Assurance Report (BVAR) on 28 March 2019. An action plan arising from the BVAR has been developed and will be monitored.

2.4.8. Benchmarking

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and the Convention of Scottish Local Authorities (CoSLA) and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Additional performance information about these indicators can be found in our Public Performance Reports and the Local Government Benchmarking Framework results report.
The results for all Scottish Councils and the family groups can be found on the online tool mylocalcouncil.

2.4.9. External Regulation and Inspection

Finance and Corporate Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment will continue to focus on overall council efficiency, self-assessment, performance and improvement.

2.4.10. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services.
The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

2.4.11. Good Governance

The function of good governance in the public sector is to ensure that organisations achieve their intended outcomes while acting in the public interest at all times. This means doing the right things, in the right way, for the right people, at the right time, in an inclusive, open, honest and accountable manner.
The council is responsible for putting in place proper arrangements for the governance of its activities and facilitating the effective exercise of its functions including clear arrangements for the management of risk. This includes an internal audit function whose objective it is to evaluate the effectiveness of risk management, control and governance arrangements and make recommendations to address any gaps identified through a programme of formal audit assignments.
Finance and Corporate Resources undertakes an annual review of governance arrangements and contributes to the production of the Annual Governance Statement and Improvement Plan which forms part of the Annual Accounts. The governance arrangements for the Resource are underpinned by the council's Local Code of Corporate Governance. The Code comprises a framework of policies, procedures, behaviours and values by which the council is controlled and governed. It shows how the council will continue to review the governance arrangements that are currently in place and implement improvements where necessary.

2.4.12. Food Strategy

The council has been active in relation to food issues for many years, and to ensure a co-ordinated and comprehensive approach is now preparing a Food Strategy for the period 2019-2024, which will encompass social, health, economic and environmental concerns related to food.

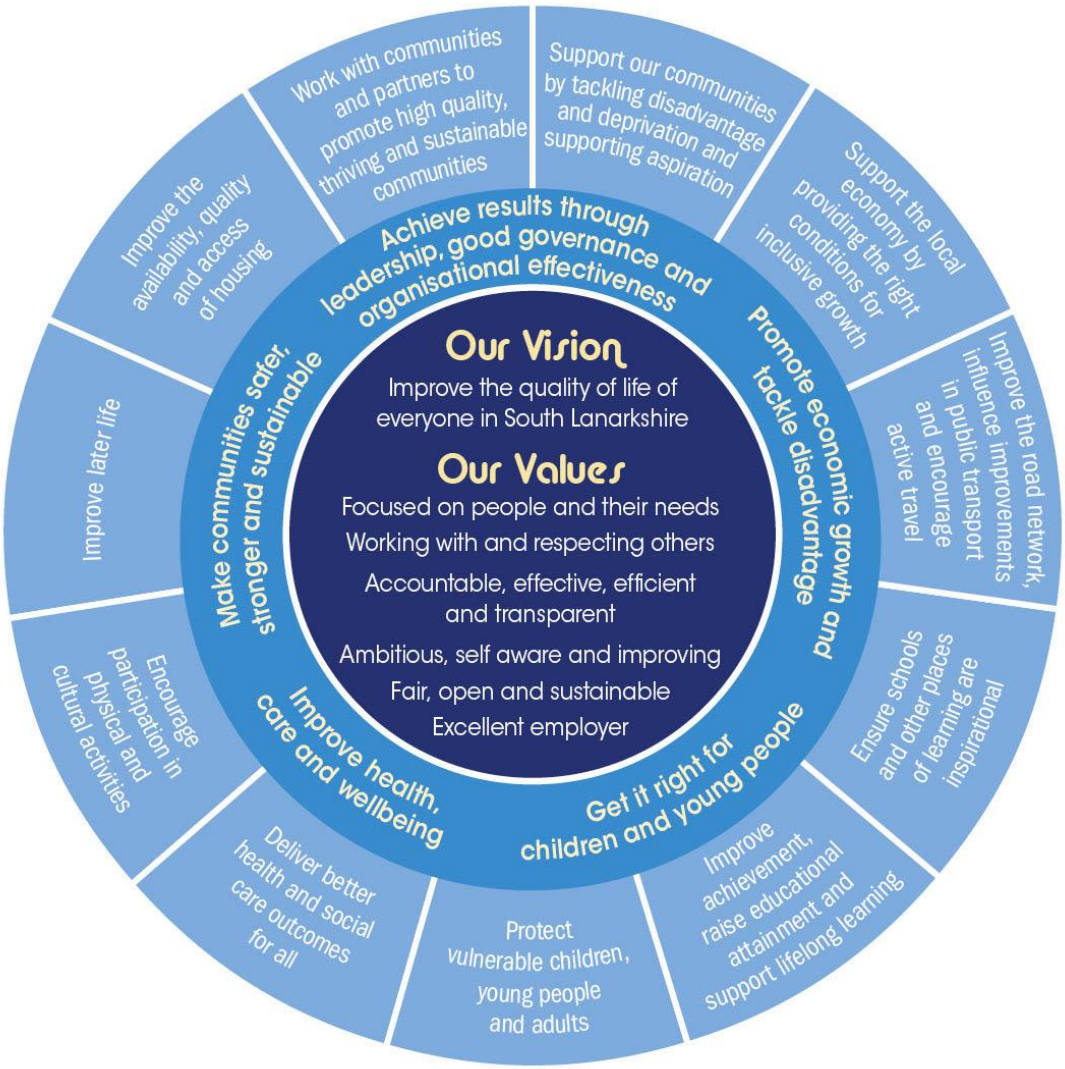
Section Three - The Council Plan - Connect

3.0. The Council Plan - Connect

The council's Vision to **'improve the quality of life of everyone in South Lanarkshire'** remains at the heart of the Council Plan and along with our Values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.



3.1. Resource Objectives

Finance and Corporate Resources has established the following Resource objectives to support the delivery of Connect objectives in 2019-20.

3.1.1. Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

By working towards this objective the council aims to ensure that communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well-designed place to live. This should result in an increase in the proportion of service users/customers who feel satisfied with their engagement with council services.

To support the delivery of this Connect objective, Finance and Corporate Resources has developed the following Resource objectives:

- Support the delivery of effective Community Planning
- Facilitate communication and consultation on the council, its policies and its services
- Improve customer experience of council services
- Other actions in support of this objective

The main actions in this area will include: work to develop Neighbourhood Plans in the three pilot areas; continued implementation of the Community Engagement Framework; and increasing use of internet technologies to improve citizen interaction with council services.

3.1.2. Connect Objective: Support the local economy by providing the right conditions for inclusive growth

By working towards this objective the council aims to ensure that a strong local economy will create the right environment for business growth, to help people find employment and help communities to thrive.

To support the delivery of this Connect objective, Finance and Corporate Resources has developed the following Resource objective:

- Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market

The main actions in this area will include: the continued delivery of employability services underpinned by European Structural Funds and working in partnership across city regions to target the most vulnerable in our communities, promoting Fair Work Practices, access to quality jobs and training, widening participation and access to support those with low skills and qualifications into further education and training opportunities.

3.1.3. Delivering the Plan and achieving Best Value

In working towards achieving the Connect Objectives, Finance and Corporate Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Finance and Corporate Resources has developed the following Resource objectives:

- Provide sound financial stewardship for the council
- Deliver and communicate the Council Plan and ensure high standards of governance
- Support local democracy, council committees, elected members and senior managers

- Deliver professional legal services
- Promote equality and the wellbeing of staff
- Develop and implement effective financial strategies
- Implement a digital and ICT strategy that meets business needs
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce
- Other actions in support of delivering the Plan and achieving Best Value

The main actions in this area will include: work to support elected members, the delivery of excellent core financial and legal services supported through internal audit, effective risk management and strengthening corporate governance and standards.
We will develop self-assessment both within the Resource and across the council, use IMPROVe (performance management system) to report against the Community Plan and continue to review the council's approach to performance management and improvement, taking account of feedback from the Accounts Commission and the public, and continuing our full engagement with the Local Government Benchmarking Framework. We will also concentrate on the development and delivery of robust financial strategies, provide core IT services to support council needs, and continue to implement the council's workforce strategy. There will also be significant work in co-ordinating and supporting a programme of service reviews across the council.

Section Four – Performance and Results

4.0. Introduction

In this section we report our key performance and results, based on Connect 2017-22 for the financial year just ended: 2018-19.

4.1. Performance against Resource Plan Objectives 2018-19

The Finance and Corporate Resource Plan for 2018-19 had 168 measures set against two Connect Objectives and the Delivering the Plan and Achieving Best Value. Performance against these measures was as follows:

Council Objective/Theme	Green	Amber	Red	Report later	Total
Work with communities and partners to promote high quality, thriving and sustainable communities	11	1	1	0	13
Support the local economy by providing the right conditions for inclusive growth	6	0	0	1	7
Delivering the Plan and achieving Best Value	125	8	4	11	148
Total	**142**	**9**	**5**	**12**	**168**
%	85%	5%	3%	7%	100%

Key to performance monitoring system:

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	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

4.2. Key Achievements

The following table highlights achievements during the financial year 2018-19.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective:	**Achievement**
Lead community Planning	The Community Planning Partnership held a very successful event with a range of stakeholders and community organisations on the impacts of Welfare Reform. The first of the Community Planning Partnership's Neighbourhood Plans for the areas of Burnbank, Udston and Hillhouse; Birkenshaw and Strutherhill; and Springhall and Whitlawburn were published as part of the delivery of the statutory duty to undertake joint locality planning. The development of the Community Engagement Team means that the council's approach will benefit from coordinated links with communities to help develop policies, plans and strategies.
Facilitate communication and consultation on the council, its policies and its services	All consultation activities are recorded on the database with reports being provided as appropriate. Over the period 284 online consultations were undertaken, including our Revenue Budget for 2019-20 and the Gaelic Language Plan.
	Following full consultation, the Statement of Gambling policy was reviewed and updated.
Improve customer experience of council services	The council went live with 'myaccount' in 2018-19 to enable online access to Council Tax and Rent accounts and continued to develop online forms and SMS to improve customer service delivery.
	'Tell Us Once' system updated to include notification to DVLA of the death of a registered motor vehicle keeper.
	Public Entertainment Resolution amended to include licensing of soft play areas, trampoline parks, bonfire and fireworks displays for the safety and wellbeing of the public.
	Lanarkshire Firm Base was established with North Lanarkshire Council (NLC) and a range of partners to provide support to veterans and their families.
	In conjunction with NLC, we hosted the annual Golden Wedding event, presentation of the British Empire Medals and special Remembrance event to commemorate the Centenary of the end of WW1.

Connect Objective: Support the local economy by providing the right conditions for inclusive growth	
Resource Objective:	**Achievement**
Support unemployed people into jobs, training, or further education and prioritise efforts to support those most disadvantaged into the job market	In 2018-19 the council's employability service was restructured resulting in responsibility for services being transferred to Finance and Corporate Resources and Education Resources. Services have been provided to Young People and Adults in the South Lanarkshire area who may need support in the transition from school to work, in finding appropriate work and qualifications, or in increasing their earning potential while working.

Delivering the Plan and achieving Best Value	
Resource Objective:	**Achievement**
Provide sound financial stewardship for the council	Completion of unaudited accounts in line with statutory deadlines, Clear audit certificate across council and all related bodies' accounts. Worked with operational budget holders to ensure overall budgetary targets were achieved.
Deliver and communicate the Council Plan and ensure high standards of governance	The Local Code of Corporate Governance was reviewed and updated in 2018.
Support local democracy, council committees, elected members and senior managers	Implemented a new committee papers management system.
	The Statutory Review of Polling Districts and Polling Places was concluded in December 2018.
Deliver professional legal services	Legal Services exceeded the annual chargeable hours target by 10.9%.
Promote equality and the well-being of staff	Developed and launched the council's Menopause Policy October 2018.
Develop and implement effective financial strategies	Approval of long term financial revenue and capital budget strategies, and approved 2019-20 budget and Council Tax in line with statutory guidelines.
Implement a digital and ICT strategy that meets business needs	Delivered a programme of work to maintain a secure and effective IT capability, enabling council staff and elected members to efficiently perform their duties leveraging new technology. All senior council officers attended a Digital Transformation Day in August 2018 to raise awareness of opportunities to improve services and make efficiencies by redesigning services to exploit new digital technologies.
Develop improvement activity and promote scrutiny	The 80 page Annual Performance Report was replaced by Annual Performance Spotlights – bite-sized web content performance information per Connect objective. This received positive feedback from the External Auditors, elected members, employees and the public alike.

Additional performance information is also available in section 2.1. and Annex 2 of this Resource Plan.

4.3. Key measures not achieved

There are five measures that have been classified with a 'red' status (there has been major slippage against timescale or shortfall against target) against the 2018-19 Resource Plan.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Lead community planning			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Work with communities and partners to enhance community planning and service	Develop a Community Planning Partnership participation engagement strategy by 31 March 2019	The creation of the new Community Engagement Team has impacted on this area of work and will ensure that appropriate links between policies, plans and strategies across the council/partnership are made.	It has been agreed with the Director that this work should transfer to the Community Engagement Team. A final draft of the strategy will be ready by January 2020.

Delivering the Plan and achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Comply with statutory response timescales for information	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days (Resource)	The cumulative position shows that 13 out of 15 requests (87%) were responded to within the statutory time period, against a target of 90%. Complex enquiries can take longer and have a negative impact on the achievement of the target	Under the direction of the Information Governance Board, Resources are currently working together to look at ways to minimise delays in the processing of requests
Resource Objective: Improve the skills, flexibility and capacity of the workforce			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Ensure our commitment to employees	Sickness absence days per teacher	The number of working days lost for FTE teachers increased by 1.03 days compared with the previous year	A number of supports for managers have been introduced, including regular meetings to discuss and support long term absence cases, localised training sessions and a review of short term absences.
	Sickness absence days per employee (non-teacher)	The number of working days lost for FTE employees increased by 0.48 days compared with the previous year	

Delivering the Plan and achieving Best Value			
Resource Objective: Other actions in support of delivering the plan and achieving Best Value			
Action	**Measure**	**Progress**	**Management action, responsibility, deadline**
Deliver and maintain a Communications Strategy which outlines how effective internal and external communications will be delivered	Develop a three year strategy document, to be maintained through an annual refresh thereafter	In final stages ahead of approval	Final draft to be with Executive Director by end April 2019, with intention to take to CMT for approval in 2019.

4.4. Benchmarking

A full progress report on the Resource Plan 2018-19 is available from the performance management system IMPROVe – all Connect Quarter 4 Progress Reports are available on the performance pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's Annual Performance Spotlights (which replace the Annual Performance Report) and Public Performance Reports.

Finance and Corporate Resources benchmarks its performance over nine Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service published the 2017-18 final results in February 2019 (with the 2018-19 results due in January 2020). Here is a selection of these results with explanatory narrative:

The gender pay gap (CORP 3c)			
Year	**2015-16**	**2016-17**	**2017-18**
South Lanarkshire Council	8.1%	5.9%	6.1%
Scotland	4.5%	4.1%	3.9%
An increase of 166 part-time females at the first 2 pay grades in the council has resulted in the declining performance for this indicator. We will continue to monitor this and work with colleagues to reduce the pay gap, as well as with national groups to ensure that comparisons across councils are clearly understood.			

Sickness absence days per Teacher (CORP 6a)			
Year	**2015-16**	**2016-17**	**2017-18**
South Lanarkshire Council	6.5 days	6.5 days	5.9 days
Scotland	6.1 days	6.1 days	5.9 days
The number of working days lost for FTE teachers has reduced by 0.51, compared with 2016-17. We have introduced a number of supports for managers which includes regular meetings to discuss and support long term absence cases, localised training sessions, and also conducted a review of short term absences.			

Sickness absence days per employee (non-teacher) (CORP 6b)			
Year	**2015-16**	**2016-17**	**2017-18**
South Lanarkshire Council	10.3 days	11.6 days	11.5 days
Scotland	10.6 days	10.9 days	11.4 days
Sickness absence across South Lanarkshire employees is reducing compared with 2016-17 results. We have introduced a number of supports for managers including regular meetings to discuss and support long term absence cases, localised training sessions and a review of short term absences.			

% Percentage of income due from Council Tax received (CORP 7)			
Year	**2015-16**	**2016-17**	**2017-18**
SLC	95.9%	96.0%	96.2%
Scotland	95.7%	95.8%	96.0%
The annual Council Tax collection rate for South Lanarkshire Council continues to improve in 2017-18 and is better than the Scottish average. The council aims to improve performance each year in order to increase revenue collection.			

% Percentage of unemployed people assisted into work from council funded/operated employability programmes (ECON 1)			
Year	**2015-16**	**2016-17**	**2017-18**
SLC	16.1%	26.8%	18.4%
Scotland	14.2%	14.0%	14.4%
The number of Jobseekers in South Lanarkshire has reduced over the last few years and unemployment amongst the working age population (16- 64 years) has reduced by 45%. Individuals accessing these services are the furthest removed from the labour market with multiple, complex barriers requiring longer, intensive supports and interventions to assist them prior to entering sustainable employment. In addition, there are increasing numbers of people seeking alternatives to employment, such as further/higher education. We continue to perform better than the Scottish average.			

To see how we compare against other councils, the data is available on the public performance reporting tool mylocalcouncil.

4.5. Customer Views

4.5.1. South Lanarkshire Residents' Household Survey 2014

The council conducted its last Household Survey in Spring 2014. Feedback from residents was generally positive with 84% of those who responded being satisfied with the overall service provided by the council. The council intends to carry out a Household Survey in 2019.

4.5.2. Consultation

As part of the council's general approach to policy and strategy development it conducts regular consultation with a wide range of stakeholders and representative groups both internally and externally. Annually many consultations are conducted via a range of methods to ensure Resources and Services have an accurate understanding of the needs of individuals and wider communities. This activity is essential in ensuring the

council is delivering and achieving the aims and objectives as set out in the Council Plan Connect.

Budget consultation: As part of the 2019-20 annual budget setting process, the council undertook a face to face public consultation exercise involving representatives from the People's Panel and specific interest groups like the Employee Network, Trade Unions, South Lanarkshire Youth Council, Seniors Together, the South Lanarkshire Disability Partnership Access Panel, and Lanarkshire Ethnic Minority Action group. In addition, for the first time, an online and community phase of consultation has taken place and a separate report has been issued to all Members summarising the outcome of the consultation exercises. The focus of the consultation was based on the savings proposed and the budget priorities.
The public were also invited to comment on budget and savings issues through a dedicated email address. The results from the public consultation were advised to all elected members.

The council undertook a consultation process with tenants groups, the Tenant Participation Co-ordination Group and the Housing Budget Scrutiny Group (BSG) on the Housing Revenue Account (HRA) budget proposals including investment priorities, rent rise options and savings proposals. The BSG provides an opportunity for tenants to influence the decisions regarding the HRA budget and the setting of rent levels. They are also able to scrutinise financial performance, developing an understanding of the drivers of cost and income, review benchmarking data to understand the council's relative performance and provide feedback on areas they feel could be improved, modernised or delivered differently.

With a view to continued improvement of engagement with communities, a refresh of the Citizens' Panel is ongoing to continue to provide as representative a group as possible.

4.6. Areas for improvement

Finance and Corporate Resources is committed to continuous improvement. As part of this process, we monitor our performance, participate in benchmarking activities, and acknowledge the results of consultations and feedback from complaints. We use this information to develop and improve the services we provide.

During 2019-20, we will take forward the following key areas for improvement and these are included in our action plan:

- Implement actions arising from the Accounts Commission's Best Value Audit Report on the council
- Implement a new integrated housing and property management IT system
- Review initial roll-out of Objective Electronic Document and Records Management System (EDRMS); then roll out to all Resources across the council
- Complete the roll out workforce scheduling software for home care service
- Continue development of on-line forms and mobile apps to support council services including payments to all schools in South Lanarkshire
- Work with partners in NHS Lanarkshire and Lanarkshire Data Sharing Partnership to improve data sharing across the South Lanarkshire Health and Social Care Partnership
- Roll out Wi-Fi capability for council employees, strategic partners and public at priority council sites
- Develop and implement a digital inclusion strategy to ensure that citizens are not excluded from the benefits of internet and mobile technologies
- Implement a new Contracts Register database
- Achieve increase in e-invoicing transactions of 5%

- Deliver improved integration and customer self-serve facilities for Council Tax and Benefits administration
- Ongoing channel shift activity within Customer Service Centre and Q and A to re-direct enquiries to more effective contact channels
- Develop and implement Corporate booking system and self-serve appointment facility within Q and A
- Expansion of SMS Text Messaging solution to services that will benefit from more effective contact methods
- As part of a mid-term review, all procedural documentation, including Standing Orders, will be subject to review by officers and elected members, and reported to the Standards and Procedures Advisory Forum, Executive Committee and Council
- Review and revamp customer questionnaires to improve consultation
- Review temporary public entertainment application form and process to take account of applicant, objector and committee members feedback after Licensing Committee Hearings in 2018
- Streamline street trader's application form and procedures to improve accessibility.
- Publish Accessible Vehicle List
- Improve access to public registers of civic and liquor licence holders
- Introduce Ceremony Officers to enhance ceremony provision
- Extend driver awareness sessions to private hire car drivers
- Continue with the transformation of HR, developing digital solutions for a range of personnel transactions such as overtime claims, change of hours and terminations
- Launch and develop News website 'South Lanarkshire View'
- Develop and improve mail services and contracts
- Complete roll out of Multifunctional Devices (MFDs) to provide access to scan into objective EDRMS system
- Implement a photo library for council communications

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 and Capital Resources 2019-20

The council's Financial Strategy for 2019-20 and Longer Term Outlook to 2027-28, was approved by Executive Committee in August 2018 and covered financial year 2019-20. It provided assumptions on the funding for the year, and also the principles and assumptions used in preparing the Revenue budgets.

Following updates to Executive Committee, the council approved the budget for 2019-20 on the 27 February 2019.

During financial year 2018-19, work has progressed to develop a long term Capital Strategy for the council which details capital investment requirements and how this will assist in achieving the priority outcomes of the council. It also details the funding in place and how the council's borrowing will provide value for money and be prudent, sustainable and affordable.
This Capital Investment Strategy was approved by the council's Executive Committee in November 2018 and gives an estimate of potential capital investment and a funding package for the next 10 year period. This is based on current information and will be the subject of further refinement when the ongoing works to develop each of the projects/programmes is complete.

As part of the work to develop the long term Capital Strategy, a number of key areas of spend were identified which will impact on financial year 2019-20. A separate report was presented to the Executive Committee in November 2018, which provided an update on the 2019-20 Capital Programme, based on the Capital Strategy proposed.

5.2. Revenue Budget 2019-20

The Resource has a Net Revenue Budget of £28.500 million for 2019-20. The table below allocates this budget across the services:

NET Budget by Service	**2019-20**	
Detail	**£ million**	**%**
Finance and Audit Services	11.811	41.4
Information Technology Services	3.757	13.2
Administration, Legal and Licensing Services	4.235	14.9
Communications and Strategy	1.226	4.3
Personnel Services	7.471	26.2
Total	**28.500**	**100.0**

5.3. Capital Budget 2019-20

The following capital budget of £1.384 million is allocated to the Resource for 2019-20:

Capital Programme 2019-20	
Project	**£ million**
IT Infrastructure/Telephony and Productivity	0.534
Electronic Document Records Management – Phase 2	0.100
Caird Data Centre	0.300
Digital Connectivity - Council Wi-Fi Provision	0.300
Digital Connectivity - Public Wi-Fi, Digital Inclusion	0.150
Total	**1.384**

5.4. Resource Employees

Finance and Corporate Resources has 996 employees as at the end of March 2019. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The council recognises the responsibilities to ensure the health, safety and welfare of all employees who may be affected by the acts, work activities and services provided by the council. We have a Corporate Health and Safety Policy which is supplemented by individual Resource/Service working practices and manuals. The Employee Assistance Programme provides a range of preventative and early intervention strategies to maximise attendance and support employee health and wellbeing.

As a Resource we have recognised a number of specific actions in relation to our workforce. These actions are being addressed through our Workforce Plan 2017-2020. Some of the areas include:

- Higher turnover of staff combined with recruitment difficulties in specific areas may cause business continuity problems if no actions are taken.
- There are a number of specialist service areas where the age profile of managers and current lack of succession planning arrangements requires to be addressed.
- There are a number of areas of service where transferrable skills will be required to ensure business priorities continue to be met
- Some areas of service have gender balance challenges which are difficult to resolve due to lack of vacancies and opportunities to recruit

The number of employees (per headcount) by service is as follows:

Service	**Number of employees**
Finance and Audit Services	520
Information Technology Services	123
Administration, Legal and Licensing Services	107
Communications and Strategy	43
Personnel Services	203
Total	**996**

Section Six – Action Plan

6.0. Resource actions for 2019-20

This Action Plan identifies the Resource objectives and associated actions for 2019-20. The Lead Officer responsible for each action and the related measures is identified. Connect objectives are listed in the order in which they appear in the Council Plan. The reference numbers link directly to the Connect next steps which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measures tie into other strategies, plans and frameworks.

Key to Links:	
ADM – All Directors Measure	LGBF– Local Government Benchmarking Framework
ASBS – Anti-social Behaviour Strategy	LTS – Local Transport Strategy
BDIP – Biodiversity Duty Implementation Plan	SDCCS – Sustainable Development and Climate Change Strategy
CMP – Carbon Management Plan	CP – Community Plan
Connect – The Council Plan Connect 2017-22	EQA – Equality Act 2010
Gov - Good Governance	CSS – Community Safety Strategy

Unless otherwise stated, all measures are to be completed by 31 March 2020.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objective: Support delivery of effective Community Planning

Action	Measures and timescales	Connect Reference / Links	Responsibility
1. Work with communities and partners to enhance community planning and service delivery	Roll out neighbourhood planning processes beyond the three pilot areas to other priority areas in order to co-produce and deliver plans with Community Planning Partners	Connect 6.5 CP Gov	Executive Director of Finance and Corporate Resources
	Community Planning Partnership to develop a Participation and Engagement Strategy	Gov	
	Provide support to the Community Planning Partnership Board in the delivery of the Community Planning Agenda		
	Through the Community Planning Partnership, implement the actions arising from the council's Best Value Audit Report. Support the implementation of and actions arising from the Community Planning Partnership Board Self-Assessment		
	Community Partnership Improvement Plans and reporting to be reviewed during 2019-20	Gov	

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Support delivery of effective Community Planning			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
	Community Planning Partnership Child Poverty Action Report to be published by June 2019	Gov	

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Facilitate communication and consultation on the council, its policies and its services			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
2. Use new technology to ensure that consultation and community engagement are carried out to a consistent standard	Recording - all consultations will be uploaded to the database as soon as the consultation is made live Reporting - the outcomes of any consultation will be uploaded to the database within 5 working days after approval is received from the lead officer		Head of Personnel Services
	Community Engagement Framework to be reviewed during 2019-20	Gov	Head of Personnel Services

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Improve customer experience of council services			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
3. Ensure that the council's website facilitates effective communications between customers and the council	The council's website will be available to the public 98% of any given working day		Head of IT Services
	Launch and develop News website 'View' by May 2019		Head of Comms and Strategy
4. Support Continuous Improvement programmes to improve customer service delivery and ensure best use of resources	Deliver and support service delivery improvement projects through, for example Lean		Head of Personnel Services
	Customer consultation further tailored to ensure meets customer needs		Head of Admin and Legal Services
	Develop and improve mail services and contracts		Head of Comms and Strategy

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Improve customer experience of council services			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
	Complete roll out of MFDs to provide access to scan into Objective EDRMS system		Head of Comms and Strategy
	Implement a photo library for council communications		
5. Support development of community engagement	Provide communications support through PR and Digital teams		Head of Comms and Strategy
	Develop a business case for investing in a Customer Profiling tool to better inform more cost effective, targeted, digital campaigns	Gov	

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource Objective: Other actions in support of this objective			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
6. Support the council's Sustainable Development and Climate Change Strategy	Promote sustainable travel by employees through the efficient use of fleet vehicles, greater use of public transport, car sharing, walking and cycling	SDCCS	Head of Personnel Services
7. Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (Target 8%)	ADM SDCCS	Head of Personnel Services
8. Progress the council's sustainable development and climate change strategy within the Resource	New or ongoing sustainable development and climate change activity within the Resource	ADM SDCCS	Head of Finance (Transactions)
9. Contribute to reducing the council's reliance of avoidable single-use plastic items	Demonstrate action to reduce the reliance of single use plastic items across the Resource	ADM	Head of Finance (Transactions)

Connect Objective: Support the local economy by providing the right conditions for inclusive growth			
Resource Objective: Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market.			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
10. Develop and progress employability services focused on priority client groups and sectors	A minimum of 1,000 unemployed people supported via council operated employability programmes	Connect 7.2	Head of Personnel Services
	A minimum of 400 unemployed people gain sustainable employment	Connect 7.2	
	A minimum of 200 unemployed people access further education or training	Connect 7.2	
	% unemployed people assisted into work from council operated/funded employability programmes	LGBF	
	Design and deliver an integrated local employability delivery model to progress the Scottish Government's 'no one left behind' plan – by March 2020		
11. Provide employability services for South Lanarkshire Council Residents	Upskill up to 190 employed people with barriers to job progression tackling in-work poverty to support inclusive growth		Head of Personnel Services
12. Lead and progress City Region developments on employability and skills - support inclusive growth reducing poverty and inequality	Work in partnership across city regions to target the most vulnerable in our communities promoting Fair Work Practices, access to quality jobs and training, widening participation and access to support those with low skills and qualifications into further education and training opportunities		Head of Personnel Services

Delivering the Plan and achieving Best Value			
Resource Objective: Provide sound financial stewardship for the council			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
13. Deliver a core Finance function that meets the requirements of the council and external stakeholders	All employees will be paid correctly and on time - Target 100%		Head of Finance Services (Transactions)
	The cost per dwelling of collecting Council Tax - Target £7.00	LGBF	
	Council Tax yield - Target 97.125%	LGBF	
	Percentage of income due from Council Tax received by the end of the year - in year (incl water) 95.8%		
	Other Council Tax targets: - in year (excl water) 96.2%		

Delivering the Plan and achieving Best Value			
Resource Objective: Provide sound financial stewardship for the council			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
	Other Council Tax targets: - arrears collection target £3.5m		
	Non Domestic rates - achieve income target of 98.0%		
	Sundry debt - Target 98%		
	Factoring - Target 81%		
	Housing Benefit and Council Tax Reduction Administration - Average processing times: - new claims Target 19 days		
	Change of circumstances - Target 6 days		
	Accuracy of processing -Target 92%		
	Benefits Administration: - Gross admin cost per Housing Benefit/ Council Tax Reduction (HB/CTR) case - Target £24.75		
	Percentage of invoices sampled that were paid within 30 days - Target 92.5%	Connect 12.1 LGBF	
	Deliver Treasury Management function as regulated by statute and Codes of Practice to provide committee with quarterly updates on treasury activity. This includes the Annual Activity report to be completed by September		Head of Finance Services (Strategy)
	Support Services as a percentage of total gross expenditure - Target 4.4%	LGBF	
14. Prepare Annual Report and Accounts	Accounts for the council and all related/ supported bodies including the Integrated Health and Social Care Joint Board, Valuation Board and related charities completed by 30 June and receipt of clear audit certificate by 30 September	Connect 12.1	Head of Finance Services (Strategy)
15. Prepare and set Revenue Budget and declare Council Tax by statutory date. Ensure link with budget and service planning	Declare Council Tax and obtain council approval of budget by the statutory deadline		Head of Finance Services (Strategy)

Delivering the Plan and achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
16. Deliver the objectives of the Council Plan Connect	Performance reporting arrangements will be reviewed for 2019-20, with a refresh of the Connect next steps and revised guidance on creating SMART actions and measures within Resource Plans	Gov	Head of Comms and Strategy
	Carry out a mid-term review of the Council Plan Connect 2017-22		
17. Ensure that high standards of governance are being exercised	Annual council Good Governance Statement has been completed by due date and actions developed to address non-compliant areas		Head of Admin and Legal Services
	Deliver annual risk management work plan including review of risk registers Target 90%		Head of Finance Services (Transactions)
	90% of risk control actions completed by due date (council-wide)		
	90% of risk control actions completed by due date (Resource)	ADM	
	Review of the council's top risks to be completed		
	A full review of the Risk Management Strategy to be undertaken during 2019-20	Gov	Head of Finance Services (Transactions)
18. Support and facilitate open and transparent governance and decision making arrangements	Progress the mid-term review of the council's political management arrangements and submit report to Council for approval by Quarter 3		Head of Admin and Legal Services
19. Promote high standards of Information Governance	Take forward a programme of improvement actions in support of the Information Strategy, Records Management Plan and Internal Audit Plan		Head of Admin and Legal Services
	Continue to develop South Lanarkshire Council's Records Management Plan following the Keeper's Assessment and Review		
	Continue to strengthen the good information governance culture in the council through the continued programme of communication to promote the themes of the Information Strategy, Information Security and Records Management Plan		
	Support the continued learning and development of our employees in the area of information governance		

Delivering the Plan and achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
	Implement the lessons learned from the Phase 1 of the Electronic Document Records Management System (EDRMS) – Objective	Gov	
20. Provide an effective grant claims management service	Percentage error rate of claims submitted to be no greater than 2% (European Union materiality threshold)		Audit and Compliance Manager
21. Deliver an effective internal audit service	Completion of Audit Plan and issue of draft reports by 31 March		Audit and Compliance Manager
	Prepare a Statement of Assurance by 30 April		
	90% of audit actions completed by due date (council-wide)		
	90% of audit actions completed by due date (Resource)	ADM	
	80% assignments delivered within budget		
	80% draft reports delivered within six weeks of file review		
	Comparison of current practice with best practice in relation to the management of fraud risk to be undertaken during 2019-20	Gov	
22. Compliance with statutory response timescales for information in terms of FOISA, EI(S)R and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (Resource)	ADM	Head of Admin and Legal Services
	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide)		
	96% of Environmental Information (Scotland) Regulations (EI(S)R) requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (Resource)	ADM	
	96% of Environmental Information (Scotland) Regulations (EI(S)R) requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (council-wide)		
	90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (Resource)	ADM	
	90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (council-wide)		

Delivering the Plan and achieving Best Value			
Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
	Monitor Information Governance compliance and provide quarterly updates to the Corporate Management Team	Gov	

Delivering the Plan and achieving Best Value			
Resource Objective: Support local democracy, council committees, elected members and senior managers			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
23. Provide support to elected members	Deliver training identified following training needs analysis by target date agreed with members. Monitor and evaluate the delivery and attendance and report bi-annually	Connect 12.3	Head of Personnel Services
24. Administer the council's Committees, Forums and Joint Boards effectively	Final agendas to be issued electronically 5 clear days in advance to meet the requirements of the Council's Standing Orders - Target 100%		Head of Admin and Legal Services
25. Provide support to Chief Executive in relation to correspondence, enquiries, consultations and complaints	Achieve 90% of substantive responses within 10 days of receipt		Head of Admin and Legal Services
26. Support the democratic functions of the council	Encourage local democracy through support for Community Councils. 85% of Administration Grants to be paid to Community Councils by 30 September 2019		Head of Admin and Legal Services

Delivering the Plan and achieving Best Value			
Resource Objective: Deliver professional legal services			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
27. Ensure that Licensing and Registration Services are provided professionally and promptly	Civic Government licensing processing target - 95% within service targets		Head of Admin and Legal Services
	Statutory Civic Government (Scotland) Act 1982 statutory timescales - 100% within service targets		
	Liquor licensing processing target - 85% within service targets		

Delivering the Plan and achieving Best Value			
Resource Objective: Deliver professional legal services			
	Registration processing target - 95% within service targets		
	Citizenship processing target - 95% within service targets		
	Complaints processing target - 95% within service targets		
28. Ensure that professional legal advice is provided in respect of the council's daily business	Legal services will meet the target of 6,875 chargeable hours per quarter (27,500 p.a.) in respect of legal services provided, including: contract law, procurement, conveyancing, tribunal hearings, court actions and legal advice		Head of Admin and Legal Services

Delivering the Plan and achieving Best Value			
Resource Objective: Promote equality and the wellbeing of staff			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
29. Ensure that the council meets its obligations under Health and Safety legislation	Number of accidents per 1,000 employees (council-wide)		Head of Personnel Services
30. Raise awareness of equality obligations throughout the council	Identify and make appropriate links between the Equality Impact Assessment process and the requirements of the Fairer Scotland Duty by March 2020	EQA Gov	Head of Personnel Services
	Review the publishing of impact assessments on the council website with IT	Gov	Head of Personnel Services
31. Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Review the Equality Impact Assessment online recording tool and the process by 30 April 2020	EQA Gov	Head of Personnel Services
	The % of the highest paid 5% employees who are women - Target >45.9%	LGBF EQA	
	The gender pay gap between average hourly rate of pay for male and female council employees - Target <5.9%	LGBF	
32. Ensure equality in pay, linked to protected characteristics in line with duties	Monitor, review and revise the equal pay action on an ongoing basis and complete an equal pay review across all areas of the council by March 2020	EQA	Head of Personnel Services

Delivering the Plan and achieving Best Value			
Resource Objective: Develop and implement effective financial strategies			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
33. Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements	Update 2020-21 financial strategy by summer 2019	Connect 12.6 Gov Financial Strategy	Head of Finance Services (Strategy)
34. Develop a Treasury Management Strategy to minimise risk and support the overall Financial Strategy for the council	Prepare the Annual Treasury Management and Investment Strategies and Prudential indicators by February and report on achievement by September	Treasury Management Investment Strategies	Head of Finance Services (Strategy)
35. Deliver effective operation of service functions within budget	Ensure revenue and capital expenditure is within budget		Head of Finance Services (Strategy)
36. Implement the Procurement Strategy Action Plan	Complete actions in action plan within the agreed timescales	SDCCS	Head of Finance Services (Transactions)

Delivering the Plan and achieving Best Value			
Resource Objective: Implement a Digital and ICT Strategy that meets business needs			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
37. Deliver the core business of IT Services to support council Resources	Critical Business Systems will be available to council Resources for 98% of core business time		Head of IT Services
	95% of Help Desk calls will be achieved within Service Level Agreement (SLA) targets		
	95% of IT Hardware and Software installations will be achieved within SLA targets		
38. Communicate our IT vision, values and policies	IT Services will regularly report progress on the council's priority ICT projects	Connect 12.7	Head of IT Services
	IT Services will maintain 95% of current ICT projects at green/complete at any given point in the service planning year		

Delivering the Plan and achieving Best Value			
Resource Objective: Implement a Digital and ICT Strategy that meets business needs			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
	Complete the IT hardware and software installation for the new housing and property management system		
	Complete the roll out of workforce scheduling software for home care services		
	Phase 2 implementation of the new corporate electronic document and records management system (EDRMS) will see the system rolled out across the council to promote compliant, secure and efficient collaborative working		
	Develop a digital inclusion strategy		
	Complete procurement for migration of server and storage estate to cloud hosted solution		
39. Manage and deliver effective IT Security	Security policies and frameworks will be maintained to current national and international standards including implementation of the Scottish Public Sector Action Plan on Cyber Resilience and achieving Cyber Essentials Plus accreditation and maintaining the UK Cabinet Office Public Sector Network (PSN) certification.		Head of IT Services
	Formal business continuity plans and processes are in place for the council's business critical information systems		
	97% of scheduled backups will be successfully completed within the agreed service levels		
40. Progress the council's Digital Strategy within the Resource	IT Services will regularly report progress on digital transformation activities	ADM	Head of IT Services

Delivering the Plan and achieving Best Value			
Resource Objective: Develop improvement activity and promote scrutiny			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
41. Implement effective Best Value management arrangements to	Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery		Head of Comms and Strategy

Delivering the Plan and achieving Best Value			
Resource Objective: Develop improvement activity and promote scrutiny			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
ensure continuous improvement and efficient and effective service delivery	Progress actions arising from BVAR 2019 within agreed timescales	Connect 12.8	
42. Lead on compliance with the national complaints handling procedures as determined by the Scottish Public Services Ombudsman (SPSO)	Maintain awareness of the process and share learning from complaints through quarterly and annual reporting: Website updated quarterly, within 5 working days of CMT approval		Head of Personnel Services
43. Review the council's approach to performance management on an ongoing basis	Further develop the Annual Performance Spotlights to take into account suggestions made by external auditors - by March 2020		Head of Comms and Strategy

Delivering the Plan and achieving Best Value			
Resource Objective: Improve the skills, flexibility and capacity of the workforce			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
44. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Launch the Recruitment Strategy and revised recruitment procedures to employees and managers by 31 March 2020	Gov	Head of Personnel Services
	Labour turnover rate to be contained at 5% or less (Resource)	ADM	
	Labour turnover rate to be contained at 5% or less (Council wide)	Connect 12.9	
	Sickness absence days per teacher	LGBF	
	Sickness absence days per employee (non-teacher)	LGBF	
	100% coverage of Performance Appraisals (PAs) of employees in scope (Resource)	ADM	
	100% coverage of Performance Appraisals (PAs) of employees in scope (council-wide)	Connect 12.9	
	Work towards the 2020 accredited review of Investors in People to achieve gold status	Connect 12.9	

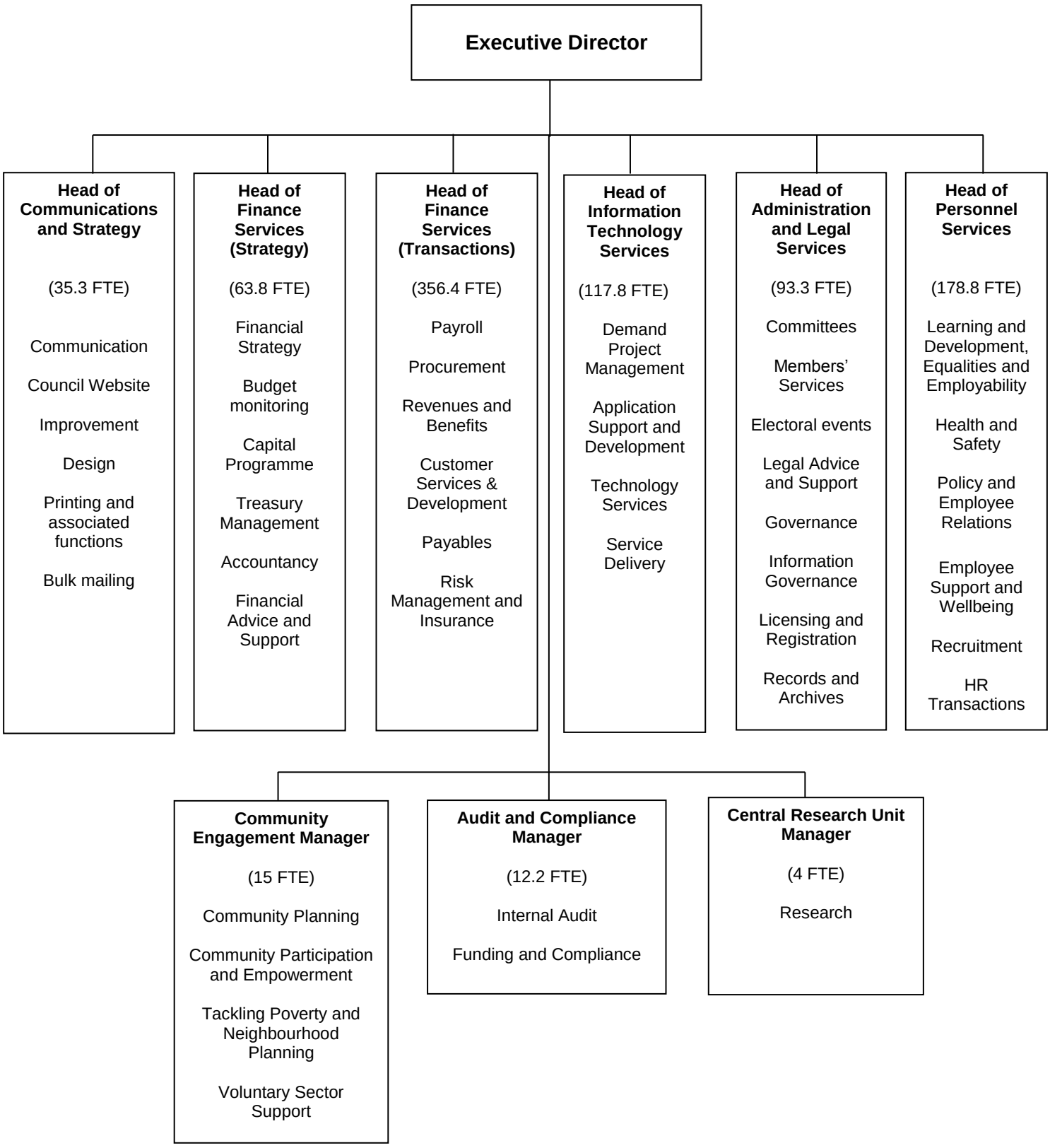
Delivering the Plan and achieving Best Value			
Resource Objective: Improve the skills, flexibility and capacity of the workforce			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
45. Utilise the council workforce strategy toolkit to review and produce workforce plans to be in place by 2020.	Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle (Resource)	ADM	Head of Personnel Services
	Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle (council-wide)		
46. Deliver an Apprenticeship Programme consistent with the needs of the Council.	Minimum 90% + South Lanarkshire Council Apprentices will achieve their full Modern Apprenticeship certification		Head of Personnel Services

Delivering the Plan and achieving Best Value			
Resource Objective: Other actions in support of delivering the Plan and achieving Best Value			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
47. Maintain a Communications Strategy which outlines how effective internal and external communications will be delivered	Annual update by March 2020	Gov	Head of Comms and Strategy
48. Provide an effective research and intelligence service to support council decision-making by the council and its partners	Develop dashboards and other tools to provide intelligence at the South Lanarkshire level and for areas underneath it to aid decision-making and resource allocation		Executive Director of Finance and Corporate Resources
	Provide support as required to Joint Strategic Needs and Opportunity Assessments and other investigative exercises involving the council		
	Provide briefings, reports and analysis as required on social, economic and demographic circumstances, issues and trends - and on policy issues - that may		

Delivering the Plan and achieving Best Value			
Resource Objective: Other actions in support of delivering the Plan and achieving Best Value			
Action	**Measures and timescales**	**Connect Reference / Links**	**Responsibility**
	impact on the council, its communities and services		
49. Administer grants effectively in line with following the public pound	Audit 100% of community grants allocated through Area Committees		Head of Admin and Legal Services
50. Achieve customer service targets in person (Q and A) and by telephone (Customer Service Centre)	Customer Service Centre - 95% calls answered		Head of Finance Services (Transactions)
	- Waiting times less than 60 seconds		
	Q and A - Customer satisfaction - Target 97%		
	- Customer appointments - Target 100% within 3 days		
	Scottish Welfare Fund - average processing times: - Crisis Grants - Target 2 working days		
	- Community Care Grants - Target 15 working days		

Annex 1

Finance and Corporate Resources Organisational Structure



Annex 2

Additional Performance Information

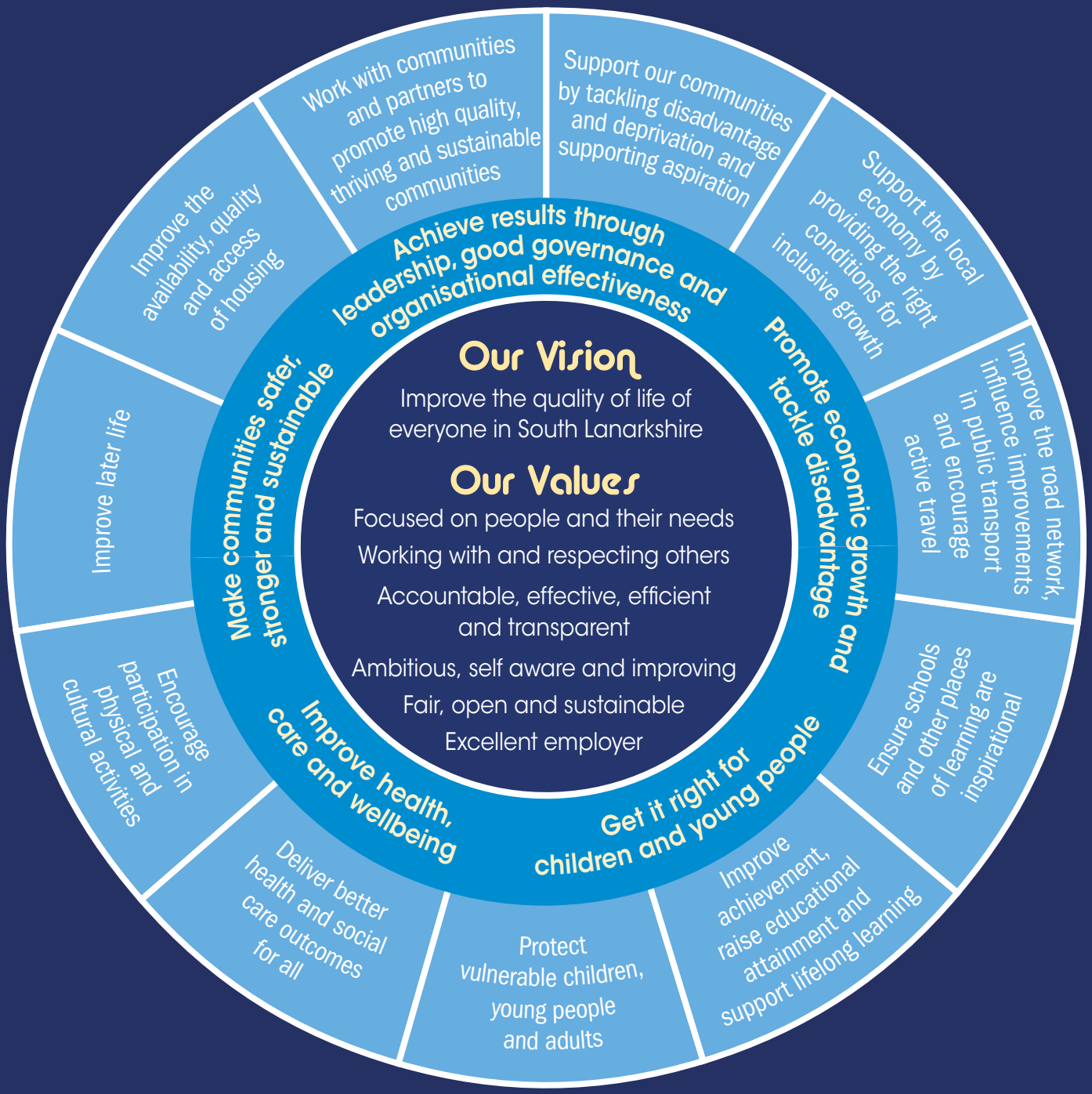
Achievements/Progress against actions and measures 2018-19

Council Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective:	**Achievement**
Facilitate communication and consultation on the council, its policies and its services	Visit by National Records of Scotland (NRS) to meet with Licensing and Registration management to discuss registration practices, followed by visit to Registration Office in the Town House, Hamilton.
	Full consultation on Review of Statements of Licensing Policies including overprovision statements for each of the Divisional Licensing Boards undertaken and completed. Policies updated. Review of Statement of Gambling Policy including full consultation undertaken and completed. Policy updated.
	Review of Taxi Fares undertaken, including full consultation. Taxi Fares reviewed for all four zones.
Improve customer experience of council services	Council website continues to exceed its target 98% availability to the general public – the figure for 2018-19 was 99.9%.
	Increased customer self-service options through online forms and 'myaccount' access to Council Tax and rent accounts.
	1.23% credit card surcharge has been removed.
	Improved accuracy rate in birth, death and marriage registrations noted by District Examiner.
	Introduction of route tests for private hire car drivers for the safety and wellbeing of customers.
	Approval of Guide/Assistance Dog Policy for taxi/private hire car users.
	Taxi Marshalls appointed over the festive period at various taxi ranks in Hamilton and East Kilbride Areas to manage queues and to improve public safety.
	South Lanarkshire Licensing Board Annual Function Report and Financial Report 2017-18 published on the council's website.
	Implemented automated entitlement to Footwear and Clothing Grant and Free School Meals.

Delivering the Plan and achieving Best Value	
Resource Objective:	**Achievement**
Provide sound financial stewardship for the council	The council's budget was set and approved on 27 February 2019 in line with statutory timescales.
	Council Tax income collected was 97.125% in line with the target – 97.125%.
Deliver and communicate the Council Plan and ensure high standards of governance	All Resource Plans for 2018-19 were produced on a consistent basis and in line with the corporate Guidance. They were all approved by the relevant Resource Committee and uploaded onto the council's website.
	A review of council top risks was undertaken and reported to various forums including the Corporate Management Team (CMT).
Support local democracy, council committees, elected members and senior managers	In terms of Electoral events: • On 25 October 2018, four contested community council elections were held. • On 1 March 2019, result of bid ballot for Lanark declared.
	Hosted an Improvement Service elected member workshop on Community Participation.
	Co-ordinated visit from COSLA President/Vice President to discuss relevant issues with all elected members.
	In accordance with Standing Orders, 100% of committee agendas and papers were issued electronically 5 clear days in advance.
	New electronic committee management information system and app went live in September 2018.
	Commencement of Objective pilot in December 2018 for Chief Executive's mail prior to phased roll-out.
Deliver professional legal services	All licensing processing targets were met.
Promote equality and the well-being of staff	We undertook a range of health and safety audits, fire risk assessments, inspections and traffic management audits across all council and South Lanarkshire Leisure and Culture Trust workplaces.
Develop and implement effective financial strategies	All accounts of the council and related/supported bodies were completed by 30 June 2018. The audit of the Accounts was complete by the statutory deadline of the end of September 2018 and all bodies received a clean audit certificate.
	An updated Procurement Strategy for 2018-19 was approved by elected members on 19 September 2018 with updates reported to members during the year.
Develop improvement activity and promote scrutiny	All public performance reporting requirements under Audit Scotland's Direction were completed by the statutory deadline of 31 March 2019.
	An update on the annual programme of self-assessment and improvement activities was reported to Corporate Management Team and Performance and Review Scrutiny Forum.

Delivering the Plan and achieving Best Value	
Resource Objective:	**Achievement**
	The Local Scrutiny Plan for 2018-19 did not identify any risk-based scrutiny for the council, therefore no specific actions were required.
	Procurement and Commercial Improvement Programme (PCIP) assessment: the council undertook a two year procurement capability assessment and remained in the top performance band of F1, with an increase in score from 71% to 77%.
Improve the skills, flexibility and capacity of the workforce	90.0% of employees in scope received their Performance Appraisal.
	In-house training provided to ensure that all Solicitors met annual Law Society of Scotland Continuing Professional Development (CPD) requirements.
	We delivered professional personnel advice relating to recruitment, employee wellbeing, maximising attendance and other personnel matters for over 15,000 employees.
Other actions in support of delivering the Plan and achieving Best Value	Deployment of new multifunctional devices to remaining corporate buildings, primary schools and high schools.

Additional performance information is also available in the Introduction and at sections 2.1. and 4.2. of this Resource Plan.



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