

# Finance and Corporate Resource Plan 2020-21



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## Section One – Introduction

I am pleased to introduce our Resource Plan for 2020-21 which sets out our objectives and priorities for the coming year.

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

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

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

**Finance Services** provides sound financial stewardship to ensure the council's priorities are effectively funded and expenditure, including procurement, is appropriately monitored, controlled and reported. Finance Services is split between transactional activities including 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.

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

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

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

**Paul Manning**  
**Executive Director**  
**Finance and Corporate Resources**

## Section Two – Key areas of focus for the year ahead

### 2.0. Overview

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

### 2.1. Covid 19- response and recovery

Through the initial period of 2020-21, the Council responded to the Global Pandemic, ensuring that essential services could safely be delivered, and the most vulnerable members of our community were safe.

The Council now moves onto the period where we return to service delivery, where appropriate, and recover from the period of service disruption. This will include new ways of working to comply with new restrictions such as social distancing.

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

### 2.2. Deliver effective Employability Services to support Economic Recovery

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

### 2.3. Financial Strategy

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

The costs of responding to, and recovering from, the Covid19 pandemic will add pressure to the Council's budgets in 2020-21 and beyond.

### 2.4. Develop a programme of Service Reviews supporting Service Recovery

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

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

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

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

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

At a Local Resilience Partnership (LRP) level, we would anticipate reinstatement of the LRP EU Exit Working Group which will run in parallel to the LRP Covid response structures. Council preparations will be kept under review during 2020-21 considering the developing situation.

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

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

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

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

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

## Section Three – Resource objectives/outcomes

### 3.1. Resource Objectives

Finance and Corporate Resources has established the following Resource objectives to support the delivery of Connect priorities in 2020-21.

Connect Priority	Resource Objectives
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> <li>• Deepening community engagement</li> <li>• Facilitate communication and consultation on the council, its policies and its services</li> <li>• Improve customer experience of council services</li> </ul>
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> <li>• Support key voluntary organisations and help to develop the social economy</li> <li>• Lead partnership approaches to tackling the causes and effects of poverty and equality</li> <li>• Deliver effective Employability Services to support Economic Recovery</li> </ul>
Get it right for children and young people	<ul style="list-style-type: none"> <li>• No Resource Objectives for this priority</li> </ul>
Improve health, care and wellbeing	<ul style="list-style-type: none"> <li>• No Resource Objectives for this priority</li> </ul>

### 3.2. Delivering the Plan and achieving Best Value

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

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

Delivering the Plan and achieving Best Value	<p><b>Resource Objectives</b></p> <ul style="list-style-type: none"> <li>• Support the Corporate Covid19 Recovery</li> <li>• Provide sound financial stewardship and effective financial strategies</li> <li>• Deliver and communicate the Council Plan and ensure high standards of governance</li> <li>• Support local democracy, council committees, Integrated Joint Board, elected members and senior managers</li> <li>• Deliver professional legal services</li> <li>• Embed Equalities and Workforce Planning in Recovery Process</li> <li>• Promote equality and the wellbeing of staff</li> <li>• Implement a digital and ICT strategy that meets business needs</li> <li>• Develop improvement activity and promote scrutiny</li> <li>• Improve the skills, flexibility and capacity of the workforce</li> <li>• Develop a programme of Service Reviews supporting Service Recovery</li> </ul>
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## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

<b>Resource Objective:</b>	Deliver effective Employability Services to support Economic Recovery			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
1. Number of unemployed people supported via council-operated employability programmes	1,322 people	1,000 people	C7.2	Personnel
2. Number of unemployed people gaining sustainable employment	713 people	400 people	C7.2	Personnel
3. Number of unemployed people accessing further education or training	568 people	200 people	C7.2	Personnel
4. % unemployed people assisted into work from council operated/funded employability programmes	–	>15.1%	LGBF	Personnel
<b>Resource Objective:</b>	Provide sound financial stewardship and effective financial strategies			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
5. Pay invoices within the target of 28 days	–	90%	LGBF	Finance (Trans)
6. The cost per dwelling of collecting Council Tax	–	£6.50	LGBF	Finance (Trans)
7. Percentage of income due from Council Tax received by the end of the year - in year (incl water)	95.36%	93.7%		Finance (Trans)
8. % of Non Domestic rates income achieved	98.6%	96%		Finance (Trans)
9. Sundry Income collection	98%	90%		Finance (Trans)
<b>Resource Objective:</b>	Deliver professional legal services			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
10. Liquor licensing processing target - 95% within service targets	99%	95%		Admin and Legal
11. Registration processing target - 97% within service targets	99%	97%		Admin and Legal
12. Citizenship processing target - 97% within service targets	100%	97%		Admin and Legal
13. Complaints processing target - 97% within service targets	100%	97%		Admin and Legal



<b>Resource Objective:</b>	Promote equality and the wellbeing of staff			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
14. Number of accidents per 1,000 employees (council-wide)	82.9	No target set		Personnel
<b>Resource Objective:</b>	Improve the skills, flexibility and capacity of the workforce			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
15. Sickness absence days per teacher – target less than 6.1 days	–	<6.1 days	LGBF	Personnel
16. Sickness absence days per employee (non- teacher) – target less than 11.9 days	–	<11.9 days	LGBF	Personnel
<b>Resource Objective:</b>	Improve customer experience of council services			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
17. Customer Service Centre - % of calls answered		90%		Finance (Trans)
18. Customer Service Centre – average queue time		90 seconds		Finance (Trans)
19. Benefits administration – average processing times for new Housing Benefit and Council Tax Reduction claims	15 days	17 days		Finance (Trans)
20. Housing Benefit and Council Tax Reduction – accuracy of processing	94.4%	93%	LGBF	Finance (Trans)
21. Scottish Welfare Fund – average processing times for Crisis Grants		2 days		Finance (Trans)
22. Scottish Welfare Fund – average processing times for Community Care grants		15 days		Finance (Trans)

#### 4.b. What actions we will take in 2020-21

<b>Resource Objective:</b> Support the Corporate Covid-19 recovery			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
1. Support the Corporate Covid-19 Recovery	Monitor and report periodically on the costs and financial plan around Covid costs and recovery – every 4 weeks		Finance (Strategy)
	Revised Capital programme for 2020-21 to be advised to members – August 2020		Finance (Strategy)
<b>Resource Objective:</b> Deliver effective Employability Services to support Economic Recovery			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
2. Deliver effective Employability Services to support Economic Recovery	Adjust the current suite of employability programmes to operate in a Covid safe way and match the changed service need.	C7.2	Personnel

<b>Resource Objective:</b> Provide sound financial stewardship and effective financial strategies			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
3. Lead financial planning and reporting for the council	Financial Strategy to be agreed by June 2020		Finance (Strategy)
	Budget proposals to be considered by members by November 2020		Finance (Strategy)
	Budget agreed by March 2021		Finance (Strategy)
	Capital programme for 2021-22 to be agreed by March 2021		Finance (Strategy)
<b>Resource Objective:</b> Develop a programme of Service Reviews supporting Service Recovery			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
4. Adjust the Service Review guidance taking account of the Recovery Plan and changed environment	Service Review Guidance updated to reflect changes by October 2020		Personnel
	Gain approval for a programme of Service Reviews by December 2020		Personnel
<b>Resource Objective:</b> Deepening community engagement			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
5. Involve communities at the heart of decision making processes	Develop new structures which place communities at the heart of community planning	C6.5	Community Engagement Team
	Lead council and partnership engagement to identify current priorities for our communities	C6.4	Community Engagement Team
	Inform and upskill South Lanarkshire communities to enable them to engage in Participatory Budgeting processes.	C6.4	Community Engagement Team
<b>Resource Objective:</b> Improve customer experience of council services			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
6. Deliver more convenient and accessible forms of customer contact	Develop online forms to replace all existing Benefits, Council Tax and NDR PDF forms		Finance (Trans)
	Increase the use of digital contact methods available to customers		Finance (Trans)

<b>Resource Objective:</b> Implement a Digital and ICT Strategy that meets business needs			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
7. Take forward IT strategic developments	Acceleration of agile working across SLC staff via rollout of Windows 10 laptops, Office 365 and Cisco softphones		IT
	Digital Inclusion initiatives to support most deprived citizens to access benefits of being online		IT
	Creation of new Digital Strategy to cover 2020-2023	C12.7	IT
	Workforce development actions to upskill IT staff in new technologies		IT
	Digital transformation of customer facing services, including vanguard projects on data integration, business intelligence and artificial intelligence.	C12.7	IT
<b>Resource Objective:</b> Embed Equalities and Workforce Planning in Recovery Process			
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
8. Report on the Recovery EQIA measures to address inequality	EQIA reported to Recovery Board and updates delivered quarterly		Personnel
9. Ensure EQIA Measures and Workforce Planning considerations are included within Service Recovery plans	EQIA and WP sections complete within Service Recovery plans		Personnel
10. Adjust the Council Workforce Plan to match the changed environment	Workforce Plans reconfigured and reported to committees	C12.9	Personnel

**Resource Objective:** Deliver and communicate the Council Plan and ensure high standards of governance

<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
11. Lead on the renewal of strategic planning, including the development of Resource Plans and work to further align the Council Plan with the Community Plan	Revised guidance and template for Resource Plans to be produced by July 2020		Comms and Strategy
	Suite of Resource Plans in the new format to be developed and presented to Elected Members by autumn 2020		
	Report on process and timetable for alignment of Council Plan and Community Plan to be presented to Elected Members by March 2021		

## Section Five – Resourcing the Plan

### 5.0. Introduction

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

### 5.1. Revenue Budget 2020-21

The Resource has a Net Revenue Budget of £34.491 million for 2020-21. The table below allocates this budget across the services:

<b>NET Budget by Service</b>	<b>2020-21</b>	
<b>Detail</b>	<b>£ million</b>	<b>%</b>
Finance and Audit Services	14.419	41.8
Information Technology Services	4.490	13.0
Administration, Legal and Licensing Services	4.169	12.1
Communications and Strategy	0.956	2.8
Personnel Services	10.457	30.3
<b>Total</b>	<b>34.491</b>	<b>100.0</b>

### 5.2. Capital Budget 2020-21

The following capital budget of £4.036 million is allocated to the Resource for 2020-21:

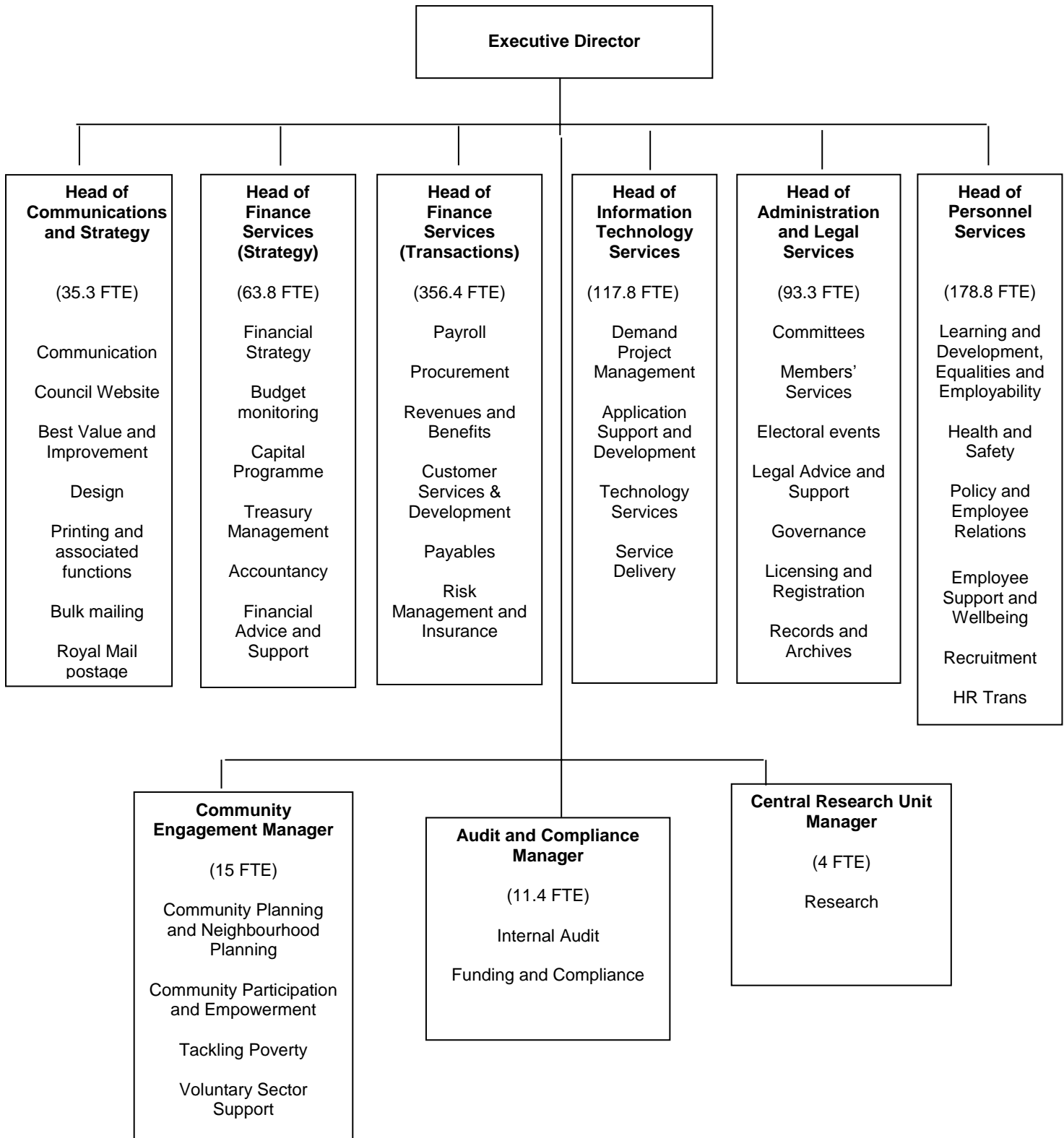
<b>Capital Programme 2020-21</b>	
<b>Project</b>	<b>£ million</b>
Infrastructure Refresh	0.742
Oracle Replacement	0.370
Caird Replacement	2.169
Digital Transformation	0.755
<b>Total</b>	<b>4.036</b>

### 5.3. Resource Employees

Finance and Corporate Resources has 1,008 employees as at March 2020. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

<b>Service</b>	<b>Number of employees</b>
Finance and Audit Services	523
Information Technology Services	118
Administration, Legal and Licensing Services	113
Communications and Strategy	40
Personnel Services	214
<b>Total</b>	<b>1,008</b>

## 5.4. Organisational structure



## Our Vision

Improve the quality of life of everyone in South Lanarkshire

## Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

## Our Values

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



INVESTORS  
IN PEOPLE

Silver  
Until 2020



Healthy  
Working  
Lives

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If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

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