

Report

Report to:	Finance and Information Technology Resources Committee
Date of Meeting:	7 July 2009
Report by:	Executive Director (Finance and Information Technology Resources)

Subject:	Finance and Information Technology Resources - Resource Plan 2009/2010
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for the Finance and IT Resources' Resource Plan 2009/2010.

2. Recommendation(s)

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

- (1) that that the key achievements made by the Resource during 2008/2009 are noted, as detailed in appendix 1 to the Resource Plan 2009/2010
- (2) that the Resource Plan 2009/2010 be referred to the Executive Committee for approval
- (3) that a 6 monthly interim progress report be provided to a future meeting of the Committee.

3. Background

- 3.1. The Resource Plan for 2009/2010 has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates. It also identifies achievements for the previous year, reflects new improvement themes as appropriate and establishes objectives and priorities for the new year.
- 3.2. The timespan for Connect was established as being from 2007 until 2011. However, in order to ensure it remains current and reflects the Council's commitment to addressing changes which may arise at local and national levels, it was appropriate to carry out a 2009 Mid Term Review.
- 3.3. The 2009 MidTerm Review process introduced a Corporate Improvement Plan and associated improvement themes for the first time and was also used to reconsider priorities for the period 2009-2012. In addition, the term of the Council Plan has been extended by 1 year to reflect the anticipated new dates for the local government elections in 2012. The improvement actions from the recent Audit of Best Value and Community Planning in South Lanarkshire have been included in the Corporate Improvement Plan. The Improvement themes also reflect the next phase of the Best Value process, known as Best Value 2.

- 3.4. As a result, the Resource Plan 2009/2010 now embodies the vision, priorities, objectives and improvement themes of the Council Plan 'Connect', based on the 2009 Mid Term Review.
- 3.5. Performance Management is a keystone of Best Value and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting and demonstrates how this leads to effective front line service delivery.
- 3.6. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented by the details of individual Service and Business Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, priorities, objectives and improvement themes at all levels.
- 3.7. The new format for performance reporting has been established for a full year and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and to Resource Committees. The focus has been on reporting progress on Council Plan actions, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.8. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. The risks associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.

4. Resource Plan Detail, Monitoring and Reporting

- 4.1. The full Resource Plan is attached and is now structured around the following headings:-

- ◆ Introduction
- ◆ National Context
- ◆ Local Context
- ◆ Service Overview/Service Performance, Major Achievements 2008/2009
- ◆ Resource Objectives/Actions 2009/2010
- ◆ Capital and Revenue Resources 2009/2010
- ◆ Achievements/Progress from 2008/2009 Plan
- ◆ Organisational Structure.

- 4.2. As part of the performance management arrangements, the Committee will also receive a mid year update of progress on the actions identified in the 2009/2010 Resource Plan.

5. Progress – 2008/2009

- 5.1. Overall, of the 78 measures outlined in our 2008/2009 Resource Plan, we have achieved 73 (94%) and 4 (5%) measures have not been achieved. 1 (1%) Measure was achieved in part. Progress on all actions is noted in Appendix 1 of the 2009/2010 Plan.

5.2. Highlights of the year to date are noted below:-

Council value: Accountable, effective and efficient		
Resource objective	Measures	Achievement
Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery	<ul style="list-style-type: none"> • Completion of reviews as per timetable • Improvement Plans approved by Council Committee • Efficiency savings identified and realised 	Achieved
Implement a strategic response to the Scottish Government's Efficient Government agenda, based on five themes - Managing absence, asset management, procurement, shared service and streamlining bureaucracy	<ul style="list-style-type: none"> • Achievement of procurement efficiency savings targets – ¼% of Council's controllable budget • eProcurement solution implemented fully or in part across four of the seven Council Resources during 2008/09. • Led National Diagnostic Project 	Achieved
Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies	<ul style="list-style-type: none"> • Accounts completed by the 30 June and receipt of clear audit certificate by 30 September 	Achieved Accounts completed on time with clear Audit Certificate
Test that high standards of governance are being exercised	<ul style="list-style-type: none"> • Completion of audit plan to draft stage by year end • Corporate governance checks to be completed annually • Statement of control to be included in the annual report • Audit actions to be delivered by due dates 	Achieved Audit work achieved on schedule with actions monitored as required, as well as input to revised Governance Guidance.
Promote compliance with accepted good standards of risk management	<ul style="list-style-type: none"> • Actions from approved risk management workplan to be delivered by agreed dates 	Achieved Council wide Risk Plan in place and reported to Committee.
Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy	<ul style="list-style-type: none"> • Measured and reported via the Service Planning Framework • Report on performance and major project initiations to CMT on eight weekly basis. Success to be defined as 80% of Service Plan projects green at any time, and less than 5% red 	Achieved IT Service Plans delivered at 96.7% of plan. This contributes to several Council Initiatives including Modernising Schools and Home Happening.

- 5.3. Areas for improvement – the measures that we have not achieved are noted below, together with the reason why and the management action now being taken, if required.

Council Value: Accountable Effective and Efficient Resource Objective – Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies			
Action	Measure	Progress	Management action, responsibility, deadline
Core Business Relating to Finance and IT Resources	Capital projects delivered to specification, on time, within budget (Financial periods and year end - for Resource) for 2008/09	Not Achieved. Year end position is £0.623m behind profile relating to projects delays in CRM and CSC projects.	Funding slipped to 2009 – 2010. Head of IT Services

Council Value: Accountable Effective and Efficient Resource Objective – Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies			
Action	Measure	Progress	Management action, responsibility, deadline
Control 2008/09 Capital and Revenue Budgets (incl. Trading Accounts). Ensure sound link with budget and service planning.	Trading Accounts budgeted surplus realised March 2009	Not Achieved. Target for year is £7.596m, actual is £6.756m.	Council's funding arrangements balanced elsewhere. Continue monitoring. Head of Finance

Council Value: Accountable Effective and Efficient Resource Objective – Implement effective Best Value management arrangements to ensure continuous improvement and effective and efficient service delivery			
Action	Measure	Progress	Management action, responsibility, deadline
Best Value Service Review – Accounting and Budgeting Completion of Best Value Reviews as per timetable	Improvement Plans approved by Committee	Not Achieved. Best Value Review of A&B will slip due to increased scope to include Funding and Compliance function.	Report outcome of Best Value Review to Performance and Review Forum in September 2009. Head of Finance

Council Value: Accountable Effective and Efficient Resource Objective – Test that high standards of governance are being exercised			
Action	Measure	Progress	Management action, responsibility, deadline
Fraud Management	Compliance with Red Book guidance during 2008/09	Not Achieved. This measure has been affected by vacancies and the late receipt of guidance.	Continues, as part of and throughout, the 2009 – 2010 Resource Plan Risk and Audit Manager

6. Employee Implications

- 6.1. The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Action Plans and, in turn, the Performance Development and Review process for individual employees in 2009/2010.

7. Financial Implications

- 7.1. The improvement themes, objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2009/2010 and, longer term, within the framework of the Council's approved Financial Strategy.

Other Implications

- 8.1 Risks associated with delivery of the 2009/10 Resource Plan were identified at a recent meeting of the Resource Risk Management Group. As a result, the Resource Risk Register and Risk Control Plan are being updated

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.
- 9.2. Briefings on the mid term review of Connect have taken place with the Community Planning Partnership and South Lanarkshire Council's elected members.

Linda Hardie

Executive Director (Finance and Information Technology Resources)

5 June 2009

Link(s) to Council Values and Objectives

- ◆ The Resource Plan has been structured upon the priorities, corporate improvement themes, objectives, and vision of the 2009 mid term review of the Council Plan 'Connect'.

Previous References

- ◆ Finance and IT Resources Committee – July 2008
- ◆ Finance and IT Resources Committee – November 2008

List of Background Papers

- ◆ Finance and IT Resources – Resource Plan 2008/2009

Contact for Further Information

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

Robin Miller, Strategy, Security and Standards Manager

Ext: 4317 (Tel: 01698 454317)

E-mail: robin.miller@southlanarkshire.gov.uk



Finance and Information Technology Resources

Resource Plan 2009 - 2010

For more information, or if you want this information in a different format or language, please phone
01698 454317 or email robin.miller@southlanarkshire.gov.uk

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Section one - Introduction

Foreword by Linda Hardie, Executive Director

Finance and Information Technology Resources provide professional leadership and support which enables and improves the delivery of front-line services. Sound financial management and a modern information and communications technology environment are central to the achievement of the Council's objectives.

The developing economic position and increasing focus on changing the way that services are delivered will make this supporting role even more vital. The Resource comprises of two Services – Finance, and Information Technology and our work reflects the commitment to responding to the Council's vision within Connect (Council Plan 2007-2011).

Finance Services are responsible for ensuring that the Council's priorities are effectively funded. In addition Finance Services manage the financial affairs of the Council, performing a stewardship role in monitoring and reporting on financial performance. For 2009/10 this reflects a Revenue Budget of £721million, and Housing Revenue spend of £78million. The General Services Capital Programme is £136million, and Housing Investment Programme of £38million.

Information Technology Services operate as a centralised Information and Communication Technology (ICT) service provider for the Council, coordinating and delivering a wide range of services. These include the support and maintenance of over 16,000 PCs and servers, running over 200 business applications for all departments including schools. This delivery is supported by Council wide networks including fixed and mobile telephony, large volume printing, electronic mail, training and all internet services.

Achievements 2008/09

In addition to our annual financial audit, Finance and IT Resources' contribution to the operation of the Council was well recognised in the final report of the Audit of Best Value and Community Planning.

Significant achievements during 2008/09 have included the development of a longer term financial strategy, which enables the Council to plan ahead with an increased degree of certainty. The Council's Procurement Strategy ensures effective and efficient procurement of goods and services and will play a key role in further efficiencies in 2009 – 2010. In the last twelve months the Resource has continued to ensure sound financial and governance arrangements are in place across the Council.

Modernisation Programmes for both primary and secondary schools are one of the most significant Council investments over the next 10 years. Finance and IT Resources provide both financial and technical support in this area. IT Services ensure effective implementation of appropriate hardware and infrastructure, whilst Finance Services managed the technical accounting treatment and delivery of the required funding package.

The Council has a commitment to continue to develop options to communicate across all channels with its citizens and other stakeholders. The Connecting to Customers Strategy was progressed further, with focus on additional developments to the Council's website, including increased use of on line forms and transactions resulting in an increased uptake of electronic services.

Challenges

As we move into 2009/10 one of the key challenges for the Council will be to respond to the funding challenges presented by the recession. There are clear signs that, in the short to medium term, the amount of money available to fund public services is likely to decrease significantly.

Our Financial Strategy needs to be revised to deal with this situation. Finance and IT Resources will lead and co-ordinate the Council's response to the ever changing position. In responding to the National Diagnostic, the input of Finance and IT Resources will ensure an organisation that is effective and efficient both in terms of its operation and funding.

Clearly Information Technology has a significant role to play in enabling efficient and effective services throughout the Council. In addition to supporting and enabling the Council's values and objectives, the IT Service will be a key enabler of business transformation through consolidation of information systems and provision of ICT that provides cost benefit to the Council in the longer term.

Linda Hardie.

Executive Director Finance and Information Technology Resources

Section two – National Context

Key Influences

A number of key external influences affect service development within the Resource, reflecting central government priorities and statutory requirements. The major influences relate to:-

- National Priorities - Modernising Government, and Efficient Government agendas
- Statutory Requirements
- National Funding of Local Government

National Priorities

The impact of the world-wide economic recession will not miss the Council. There are already several indicators that the short to medium-term funding arrangements for the Public Sector will come under increasing pressure. In preparing the Council's Financial Strategy for 2010 – 2011 and beyond, we must recognise that the available funding to the Council from central government will decrease. The challenge will be to retain the performance of services with a leaner, more effective and more efficient Council!

Partnership working is central to the Modernising Government, and Efficient Government agendas. Joint working with other public services continues to be considered both at a strategic and Resource level. The Resource will contribute to the Council's work in contributing to Efficient Government, both as a single authority and in terms of considering potential areas for partnership.

In terms of Efficient Government and Shared Services, Information Technology Services is contributing to this agenda using its modern Data Centre at Caird Street, Hamilton. In addition to providing the underlying technology infrastructure for all the Council's business critical applications, it is also providing services for other organisations within the public sector. In addition to providing Payroll Services to Strathclyde Fire and Rescue, South Lanarkshire Leisure and the Valuation Joint Board, the Council is providing a model of shared infrastructure services for the University of the West of Scotland and the Scottish Government's National Infrastructure. The National Infrastructure will be used by all 32 councils and will deliver card management for the entitlement cards, citizen access and a land and property gazetteer. Other organisations have expressed an interest in using the facility.

As a support service, Finance and Information Technology Resources enables other Resources to meet national priorities in, for example, Supporting People and the Social Justice Agenda. This will be reflected in work detailed in specific IT Business Plans.

Finance and IT Resources provide a lead role in the development of responsible procurement practices, both on an annual basis and as part of the Council's long-term commitment to procuring goods and services effectively.

Statutory requirements

The Council has a statutory duty to publish an Annual Report which includes financial information and summary operational details, as well as a requirement to prepare a budget each year and declare the level of rent and Council Tax by the due date.

The Local Government in Scotland Act 2003 introduced a statutory duty on councils to deliver Best Value; gave Councils a general power to advance well being; and introduced a statutory underpinning for Community Planning. Finance and Information Technology Resources, in consultation with our colleagues in the Corporate Improvement Unit, will continue to review developments as a result of the Act and work with other Resources to review performance management and continuous improvement arrangements for Best Value 2.

National Funding

Future grant settlements from the Scottish Government will not be as generous as they have been for the past ten years. Many commentators believe that the public sector will be entering an era of reducing budgets. To face this, the Council will have to adapt as an organisation, and Finance and IT Resources will have to provide guidance, support and financial leadership to enable this to happen effectively.

However, our most important role will be in driving forward the financial strategy for the year 2010/11 and for the years after that. Our role in securing efficiencies across the Council and within our own service, will be key to a successful future for the Council.

Section Three – Local Context

Background

In addition to our stewardship role, we have the job of securing all of the Council's funds, both revenue and capital, and directing them to areas of agreed priority. Our strategic focus, particularly in relation to future funding arrangements, gives us the opportunity to maximise the Council's financial potential. We provide information to allow managers at all levels to measure their performance, both financial and operational and within the context of Best Value. We operate both efficiently and effectively in order that the overheads of frontline services are kept to a minimum.

Internal Influences

Community Plan

The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The Plan is structured around three aims, to build: successful and inclusive communities; safe and healthy communities and working and learning communities. The Council works with its partners to deliver these aims and has developed its four year Corporate Plan to reflect them. Finance and Information Technology Resources have a key role to play in enabling the achievement of service delivery in other Resources to support the Community Plan.

Council Plan

South Lanarkshire Council now has its Council Plan 'Connect' in place for 2007-2011. The Plan highlights its vision, values and objectives for that period, and also defines a number of priorities.

The Council's vision is to 'Work together to improve the quality of life of everyone in South Lanarkshire'. The values within the Plan influence the way in which we work and deliver services, and the objectives reflect the wide variety of Council functions.

Connect Mid Term Review

The Council has recently undertaken a mid term review of the Council Plan – Connect to reflect developments both internally and externally. These include:

- The recently published report on the Audit of Best Value and Community Planning
- The emerging guidance on the audit framework for Best Value 2.
- The new Single Outcome Agreement developed jointly between the Council and Community Planning Partners.
- The Council's financial Strategy from 2010 onwards

The review of Connect involved the development of a Corporate Improvement Plan and a review of Connect priorities.

Connect Values

A new Connect Value of *Self Aware and Improving* was also added as a result of the mid term review.

Connect Priorities

A summary of the refreshed Connect priorities, based on improvement themes and objectives are identified below :

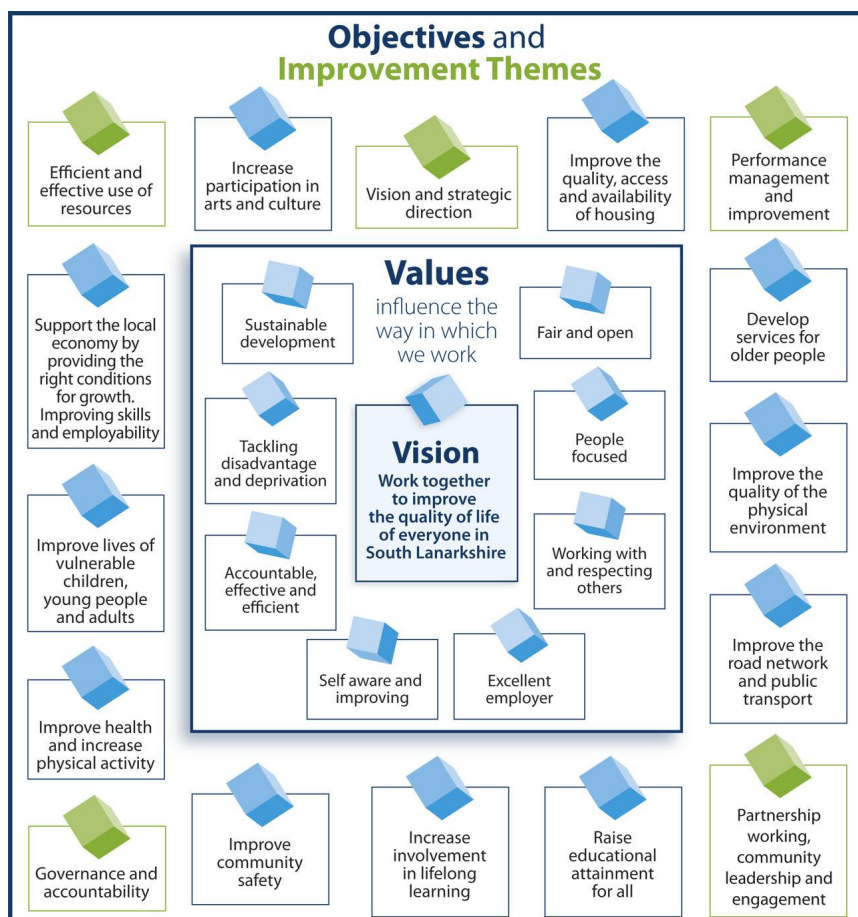
- Connect Improvement Themes
- Sustainable development (within Vision and Strategic Direction)
- Partnership working and Community Leadership/Engagement
- Performance Management and Improvement
- Efficient and Effective use of resources

Connect Objectives

- Improve the quality, access and availability of housing
- Develop services for older people
- Improve the road network
- Schools modernisation
- Support the local economy by providing the right conditions for growth, improving skills and employability

Resource Plans for 2009/10 reflect the refreshed Connect priorities. As with all Resources, Finance and IT Resources continue to uphold SLC values in all our work

An updated diagram showing the Council's vision, values, objectives and improvement themes is shown below:



Finance and IT Resources have a key role to play in supporting and enabling the work of other Resources as required, and so deliver on these objectives. The actions related to Council priorities, objectives and improvement themes reflect our Resource objectives. Those for which Finance and IT have specific responsibility are as follows (please note that Resource Priorities are in bold).

Corporate Improvement Theme – Vision and Strategic Direction

Resource objective

- Contribute to the Council's sustainability work through responsible procurement practices

Corporate Improvement Theme – Performance Management and Improvement

Resource objectives

- Implement effective **Best Value Management** arrangements to ensure continuous improvement and effective and efficient service delivery.
- Implement a strategic response to the Scottish Government's **Efficient Government** agenda.

Corporate Improvement Theme – Efficient and Effective use of resources

Resource objectives (NB: Resource priorities for 2009 – 2010 are highlighted as bold):

- **Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies.**
- **Facilitate achievement of the Council's priorities and objectives through the delivery of the Information and Technology Strategy.**

Corporate Improvement Theme – Governance and Accountability

Resource objectives

- Ensure that high standards of governance are being exercised through the use of Scrutiny Forums, Audit Plans and Risk Management

Section Four - Service overview, major achievements and performance

Service overview

The Resource objectives reflect our commitment to the provision of effective professional and technical support to ALL Council priorities via Council Resources, elected members, and all other stakeholders, whilst ensuring compliance with statutory and professional requirements.

We ensure that employees are enabled to deliver services effectively through the process of Performance and Development Review and associated training and development.

Information Technology Services operate as centralised Information and Communication Technology (ICT) service provider for the Council, coordinating and delivering a wide range of services. In respect of supporting the objectives and values of the Council, IT Services provide a dedicated Business Systems Manager to each Council Resource. The manager is supported by a dedicated team, who lead delivery of:

- Business Systems Solutions
- Desktop Services
- Infrastructure Services
- Communications and Networking
- IT Training Services

Finance Services provide the Council's payroll function for 16,500 employees, ensure prompt payment of over 200,000 supplier invoices, provide a VAT accounting service, manage banking and debt management, as well as development of the Council's corporate financial management systems. As well as preparing the Council's final accounts, the Accounting and Budgeting function sets the budget, and monitoring arrangements, in co-operation with Resources to meet agreed deadlines. We coordinate the risk management function for the Council, assisting in identification and management of risks associated with the delivery of its objectives. The audit function provides managers and elected members with assurance on how well risks are controlled. The Strategic Procurement Team works to coordinate procurement activity throughout the Council. A corporate verification service and a grant claim management system is provided for all Resources by the funding and compliance function in relation to externally funded projects.

Resource achievements (2008/09)

Council value: Accountable, effective and efficient		
Resource objective	Measures	Achievement
Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery	<ul style="list-style-type: none"> • Completion of reviews as per timetable • Improvement Plans approved by Council Committee • Efficiency savings identified and realised 	Achieved
Implement a strategic response to the Scottish Government's Efficient Government agenda, based on five themes - Managing absence, asset management, procurement, shared service and streamlining bureaucracy	<ul style="list-style-type: none"> • Achievement of procurement efficiency savings targets – ¼% of Council's controllable budget • eProcurement solution implemented fully or in part across four of the seven Council Resources during 2008/09. • Led National Diagnostic Project 	Achieved
Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies	<ul style="list-style-type: none"> • Accounts completed by the 30 June and receipt of clear audit certificate by 30 September 	Achieved Accounts completed on time with clear Audit Certificate
Test that high standards of governance are being exercised	<ul style="list-style-type: none"> • Completion of audit plan to draft stage by year end • Corporate governance checks to be completed annually • Statement of control to be included in the annual report • Audit actions to be delivered by due dates 	Achieved Audit work achieved on schedule with actions monitored as required, as well as input to revised Governance Guidance.
Promote compliance with accepted good standards of risk management	<ul style="list-style-type: none"> • Actions from approved risk management workplan to be delivered by agreed dates 	Achieved Council wide Risk Plan in place and reported to Committee.
Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy	<ul style="list-style-type: none"> • Measured and reported via the Service Planning Framework • Report on performance and major project initiations to CMT on eight weekly basis. Success to be defined as 80% of Service Plan projects green at any time, and less than 5% red 	Achieved IT Service Plans delivered at 96.7% of plan. This contributes to several Council Initiatives including Modernising Schools and Home Happening.

Council value: Sustainable development		
Resource Objective	Measures	Responsibility
To develop responsible procurement practices	<ul style="list-style-type: none">• Increase annually the % and value of contracts with local SMEs• Specify recycled/recyclable content in 100% of contracts	Achieved:

Details of all achievements, compared with all **actions** for 2008/09 are noted Appendix one in the Resource Q4 update for 2008 - 2009.

Service Performance Information

Council Wide Statutory Performance Indicator – Managing absence

The Council policy relating to managing absence is used effectively within the Resource to ensure the appropriate support and advice is provided to employees. This ensures the level of absence is kept to a minimum. Results for this Resource, for the last three years, and target for 2009/10 are noted below.

2006/07 Actual	2007/08 Actual	2008/09		2009/10 Target
		Target	Actual	
3.10%	2.90%	2.5%	2.3%	2.5%

CIPFA Director of Finance Indicators

The Chartered Institute of Public Finance and Accountancy (CIPFA) - Scottish Directors of Finance Section invite Councils to return performance information on a number of finance related measures. Examples of these are noted below.

Payroll actual cost per payslip produced

The cost per payslip within South Lanarkshire Council has continued to fall over the last three years due to reduced central support costs, and reduced cost relating to financial management system.

SLC performance (Cost of payslip produced)			
	2006/07	2007/08	2008/09
Actual	£1.13	£1.18	£1.18
Rank of 32	1	2	Published December 2009
Range (2007/08)	£0.92 - £6.12		

Cost of Internal Audit per £1million of net expenditure

The cost of Internal Audit within the Council has reduced over the last three years, resulting in a higher ranking compared with other councils. The Council has one of the most economically priced audit services across all Scottish local authorities. The existing budget allows for the provision of services to external clients as well as the Council.

SLC performance (Cost of Internal Audit per £1m)			
	2006/07	2007/08	2008/09
Actual	£938	£907	£991
Rank of 32	6	7	Published December 2009
Range (2007/08)	£592 - £2,239		

Finance Services Statutory Performance Indicators

The indicators noted below are Statutory Performance Indicators (SPIs) relative to Finance Services.

Percentage of invoices paid within 30 days

The results shown below confirm the Council's commitment to increasing the percentage of invoices paid within the statutory timescale. The Council has set challenging targets over the last few years, ahead of those set by Audit Scotland, and in the last two audit reports remained within the top 10 ranking councils in Scotland.

SLC performance (Invoices within 30 days)			
	2006/07	2007/08	2008/09
Target	85%	85%	85%
Actual	89.1%	90.2%	89%
Rank of 32	8	4	Published December 2009
National Average	85.1%	84.7%	

Litigation claims: Number of claims per 10,000 population

Through pro-active management of insured hotspots, we working to gradually reduce the number of claims year on year.

SLC performance (Claims per 10,000 population)			
	2006/07	2007/08	2008/09
SLC	36.5	35.7	36.3
Rank of 32	21	28	Published December 2009
National Average	30.9	26.8	

Litigation claims: Claims value as percentage of revenue budget

Although the number of claims can be influenced, control over individual settlement values is more difficult due to the wider litigative environment. However, values of motor claims are reducing, which helps to offset settlements to individual employees and citizens, particularly for injury claims. Targets are set locally for each class of insurance in terms of value, eg 10% reduction in employer liability claims value.

SLC performance (Claims Value as % of Revenue Budget)			
	2006/07	2007/08	2008/09
SLC	0.2%	0.2%	0.2%

Information Technology Services Indicators

There are no Statutory Performance Indicators for Information Technology Services. However in line with good practice there are some Performance Indicators that are monitored to reflect performance against annually set targets.

The most significant indicator as to ICT performance is the availability of all key services, such as business critical applications and the network. At no time has there been a failure to deliver. It is planned to create a more detailed indicator for the coming year.

When last measured using the SOCITM benchmarking for Customer Satisfaction, the Council was ranked as the best performing unitary in Scotland.

Fault Resolution

This measure reflects the performance of the IT Help Desk in closing calls to resolution according to a Service Level Agreement.

SLC performance (Help Desk Service Level Agreement)			
	2006/07	2007/08	2008/09
Target	95%	95%	95%
Actual	100%	98%	98%

Standard Hardware and Software Installation

This measure reflects the level of hardware and software installations completed to requirements specified within the Service Level Agreement. The delivery of this is undertaken in conjunction with our Technology Delivery partner.

SLC performance (Hardware installation)			
	2006/07	2007/08	2008/09
Target	95%	95%	95%
Actual	95%	97%	98%

SLC performance (Software installation)			
	2006/07	2007/08	2008/09
Target	95%	95%	95%
Actual	100%	100%	99.9%

Training overall satisfaction

This measure reflects level of satisfactory feedback based on evaluation of training events delivered to both internal and external attendees.

SLC performance (Training overall satisfaction)			
	2006/07	2007/08	2008/09
Target	90%	92%	92%
Actual	92%	94%	94%

IT Service Plan delivery

This measure reflects the effective delivery of the IT Service Plan to each of the Council Resources. The IT Service Plan is measured in a Traffic Light system, and reported regularly, to the CMT. The Head of IT Services has set a performance measure that 95% of the plan must be achieved, or scheduled to be achieved, at any given time.

SLC performance (IT Service Plan delivery)			
	2006/07	2007/08	2008/09
Target	Measure	95%	95%
Actual	not in place	97.2%	96.8

IT Availability of business critical systems

This measure reflects the availability of business critical systems to each of the Council Resources during core business hours. The Head of IT Services has set a performance measure that 95% of critical systems must be available during core business hours.

SLC performance Critical Systems Availability)			
	2006/07	2007/08	2008/09
Target	Measure	Measure	95%
Actual	not in place	not in place	99.8%

Financial Outturn

The financial outturn results for Finance and IT Resources for the last three years were:

Resource performance (Financial outturn)						
	2006/07		2007/08		2008/09	
	Budget	Actual	Budget	Actual	Budget	Actual
Revenue	£11.4m	£11.0m	£11.9m	£11.9m	£15.3m	£15.3m
Capital	£6.9m	£6.8m	£1.8m	£1.8m	£1.9m	£1.5m

Section five – Resource objectives and actions 2009/2010

Resource objectives

There are six Resource objectives for 2009/10, which reflect our contribution to the delivery of ALL Council objectives. These objectives are detailed in the table below, with those in bold being priorities.

- **Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies.**
- **Implement a strategic response to the Scottish Government's Efficient Government agenda.**
- Ensure that high standards of governance are being exercised through the use of Scrutiny Forums, Audit Plans and Risk Management. (Council Plan)
- **Facilitate achievement of the Council's priorities and objectives through the delivery of the Information and Technology Strategy.**
- **Implement effective Best Value Management arrangements to ensure continuous improvement and effective and efficient service delivery.**
- Contribute to the Council's sustainability work through responsible procurement practices

Action Plan

The following Action Plan notes the Council Plan Value as well as the Resource objectives and associated actions for 2009/10. Details are also noted in terms of responsibility for each action and targets and measures which we will use to assess our performance.

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies			
Action	Measures and timescales	Connect Ref	Responsibility
Core business relating to Finance and IT Resources	<ul style="list-style-type: none"> • Revenue Budget compared to actual (Financial periods and year end - for Resource) for 2009/10 		Executive Director
Finance Services	<ul style="list-style-type: none"> • Capital projects delivered to specification, on time, within budget (Financial periods and year end – for Resource) for 2009/10 including final outturns • Reduction in annual average loans fund interest rate for 2009/10 • Monitor performance of Insurance Fund 		Head of Finance
Update medium term Financial Strategy following 3 year settlement.	<ul style="list-style-type: none"> • Completion of update by October 2009. • Reporting of medium term financial strategy on an annual basis • Risk assessment, measurement and evaluation 	TBA	Head of Finance
Prepare 2009/10 Revenue Budget	<ul style="list-style-type: none"> • Declare Band D Council Tax by due date (February 2010), reflecting budget declaration and approval. • Setting of the 2010 – 2011 budget by agreed COSLA date. 		Head of Finance

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies			
Action	Measures and timescales	Connect Ref	Responsibility
Prepare 2008/09 Annual Report and Accounts	<ul style="list-style-type: none"> Accounts completed by 30 June and receipt of clear audit certificate by 30 September 	TBA	Head of Finance
	<ul style="list-style-type: none"> Contribution to Single Outcome Agreement reflected in Annual Report and Accounts. 	TBA	
	<ul style="list-style-type: none"> Meet timetable of requirements for IFRS compliance 		
Control 2009/10 Capital and Revenue Budgets (incl. Trading Accounts). Ensure sound link with budget and service planning.	<ul style="list-style-type: none"> Effective budgetary control and reporting arrangements in place (revenue, capital and trading accounts) 	TBA	Head of Finance
	<ul style="list-style-type: none"> Financial out-turn of Council performance against budgets (Financial periods and year end). 		
	<ul style="list-style-type: none"> Timely reporting of financial information, meeting Committee Reporting cycles during 2009/10 		
	<ul style="list-style-type: none"> Trading Accounts budgeted surplus realised March 2010 		
Develop Financial Strategy in relation to economic conditions and financial settlements.	<ul style="list-style-type: none"> Reconstruct the Council's Financial Strategy in response to the short/medium term economic circumstances, including the development of a revised efficiency plan. 	TBA	Head of Finance
	<ul style="list-style-type: none"> In terms of Committee reports and meetings with elected members – 11th May is timetabled as the first of these events with others to follow in due course throughout the year. 		

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.			
Action	Measures and timescales	Connect Ref	Responsibility
Core business relating to Finance and IT Resources IT Services	<ul style="list-style-type: none"> Critical Business Systems will be available to Council Resources for 98 % of core business time. 		Head of IT
	<ul style="list-style-type: none"> 98% of Help desk calls will be achieved within SLA targets. 		
	<ul style="list-style-type: none"> 98% of IT Hardware installations will be achieved within SLA targets 		
	<ul style="list-style-type: none"> 98% of IT Software installations will be resolved within SLA targets 		
	<ul style="list-style-type: none"> Overall user satisfaction on IT Training to exceed 95% at any given time 		
Contribute to the effective operations of ICT with performance reporting to the CMT.	<ul style="list-style-type: none"> Measured and reported via the Service Planning Framework at Council and Resource levels. 	TBA	Head of IT
	<ul style="list-style-type: none"> At a Council wide level, report on performance and major project initiations to CMT on eight weekly basis. Success to be defined as 95% of current Service Plan projects green or amber at any time. 	TBA	
Consider all opportunities for consolidation of current systems to deliver true enterprise wide solutions and exploit any opportunities for external funding	<ul style="list-style-type: none"> Adherence to ICT Strategy checklists and project initiation sign off. 		Head of IT
	<ul style="list-style-type: none"> Delivery of ICT Strategy as per agreed deadline <ul style="list-style-type: none"> (i) project (ii) business delivery 		
	<ul style="list-style-type: none"> Develop funding network with Scottish Government 		
Continued assessment and development of Internet and Intranet ensuring they are responsive and relevant to the needs of the organisations and users with more transactional services and forms.	<ul style="list-style-type: none"> Achieve upper quartile ranking of Scottish local authority websites. 		Head of IT
	<ul style="list-style-type: none"> Increase number of visitors to Council's website 		
	<ul style="list-style-type: none"> Increase the number of transactions 		
	<ul style="list-style-type: none"> Increase the value of transactions 		
Education Resources – key involvement in Schools Modernisation	<ul style="list-style-type: none"> Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report. 		Business Systems Manager Education Resources
	<ul style="list-style-type: none"> Reported monthly with 95% of plan contained for delivery at any given time 	TBA	

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.			
Action	Measures and timescales	Connect Ref	Responsibility
Programmes in respect of infrastructure, networks and solutions. Contract for the provision of ICT Products and Services. Definition of scope and implementation of agreed extension.	<ul style="list-style-type: none"> Contract extension delivered on budget 		
Corporate Resources – Technical support for the European Elections in June. Implementation of mail recording and tracking system	<ul style="list-style-type: none"> Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report. 		Business Systems Manager Corporate Resources
	<ul style="list-style-type: none"> Reported monthly with 95% of plan contained for delivery at any given time. 	TBA	
Community Resources – Phase 5 of the Implementation of Cashless School Meals into Primary and Secondary Schools. Implementation of new Leisure Management System in all Leisure Centres.	<ul style="list-style-type: none"> Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report. 		Business Systems Manager Community Resources
	<ul style="list-style-type: none"> Reported monthly with 95% of plan contained for delivery at any given time. 	TBA	
Enterprise Resources – Full rollout of EDRMS to local area offices, followed by a phased rollout within Enterprise HQ Implementation of a new Roads Costing system in conjunction with iProc	<ul style="list-style-type: none"> Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report. 		Business Systems Manager Enterprise Resources
	<ul style="list-style-type: none"> Reported monthly with 95% of plan contained for delivery at any given time. 	TBA	

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.			
Action	Measures and timescales	Connect Ref	Responsibility
Finance and IT Resources – Continued development of i-Procurement, and implementation of HRMS (People Connect)	<ul style="list-style-type: none"> Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report. 		Business Systems Manager Finance and IT Resources
	<ul style="list-style-type: none"> Reported monthly with 95% of plan contained for delivery at any given time 	TBA	
Housing and Technical Resources – Implementation of EDRMS in relation to Revenues/Benefits Applications. Development of WEB Services transactions to back office applications. ICT support for the forthcoming Audit Inspection	<ul style="list-style-type: none"> Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report. 		Business Systems Manager Housing and Technical Resources
	<ul style="list-style-type: none"> Reported monthly with 95% of plan contained for delivery at any given time 	TBA	
	<ul style="list-style-type: none"> Business case and ROI for ERDMS 		
Social Work Resources – Implementation of CORVU/ IMPROVe phase 2 with integration Significant SWISplus developments in areas of children's messaging, vulnerable adults and personalisation agenda.	<ul style="list-style-type: none"> Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report. 		Business Systems Manager Social Work Resources
	<ul style="list-style-type: none"> Reported monthly with 95% of plan contained for delivery at any given time. 	TBA	

Corporate Improvement Theme – Performance Management and Improvement			
Resource objective: Implement Effective Best Value Management Arrangements to ensure continuous improvement and effective and efficient service delivery			
Action	Measures and timescales	Connect Ref	Responsibility
Implement Effective Best Value Management Arrangements to ensure continuous improvement and effective and efficient service delivery	• Completion of reviews as per timetable	TBA	Head of Finance
	• Improvement Plans approved by Council Committee	TBA	All Executive Directors (FIT Lead)
	• Manage Audit Process (including Improvement Plan) within Audit Scotland timescales.	TBA	
	• Sustain positive SPI trend result for the Council	TBA	
	• Ensure Local PIs across all Resources meet requirements of BV2	TBA	
	• Completion of Accounting and Budgeting Best Value Review by September 2009		Head of Finance
	• Completion of Help Desk Improvement Plan by March 2010		Head of IT Services

Corporate Improvement Theme – Performance Management and Improvement			
Resource objective: Implement a strategic response to the Scottish Government's Efficient Government agenda.			
Action	Measures and timescales	Connect Ref	Responsibility
Implementation of Efficient Government Policy and Action Plan	• Implementation of Financial Strategy, including Efficiency Plan and agreed percentage savings. (4.5% of controllable budget in 2009/10)	TBA	Head of Finance
	• Fully implement the procurement strategy and guidelines across the council	TBA	
	• Completion of the diagnostic projects as per agreed timetable	TBA	
	• Options appraisal conducted on alternative models of service delivery, resulting in efficiencies being realised	TBA	
Deliver our priorities under the National Diagnostic, including evaluation of core and non-core as well as efficiency savings.	• Complete Diagnostic evaluation of Finance Service		Head of Finance
	• Complete Diagnostic evaluation of IT Service		Head of IT
	• Complete Diagnostic evaluation of Procurement		Head of Finance
	• Meet Milestones within Plan		Head of Finance Head of IT
Deliver Actions on Asset Management Plan	• Meet Milestones within Plan		Head of Finance

Corporate Improvement Theme – Performance Management and Improvement			
Resource objective: Implement a strategic response to the Scottish Government's Efficient Government agenda.			
Action	Measures and timescales	Connect Ref	Responsibility
Fully implement the procurement strategy and guidelines across the Council	<ul style="list-style-type: none"> Implement revised organisational capacity including: <ul style="list-style-type: none"> A centralised 'commodity focused' procurement service within Finance Services. iProcurement in the remaining Resources across the Council during 2009/10. 		Executive Director Head of Finance
Continued Development of IT Shared Services	<ul style="list-style-type: none"> Exploit Caird Centre facility to host infrastructure for other organisations. These will be offered to other organisations under a Service Level Agreement and have an income stream. 	TBA	Head of IT
	<ul style="list-style-type: none"> Encourage and influence current shared service users of payroll to expand their use of facilities by uptake of Human Resource Management Systems. 	TBA	
	<ul style="list-style-type: none"> Advance work with Lanarkshire Health Board and North Lanarkshire Council 		
	<ul style="list-style-type: none"> Host the Citizen's Account and Gazetteer Infrastructure for the Scottish Government 		
	<ul style="list-style-type: none"> Become a Centre of Excellence for hosted services, measured via Caird Business Plan and Project proposals. 		

Corporate Improvement Theme – Vision and Strategic Direction			
Resource objective: Contribute to the Council's sustainability work through responsible procurement practices			
Action	Measures and timescales	Connect Ref	Responsibility
Strategic Procurement Practices	<ul style="list-style-type: none"> Increase annually the % and value of contracts with SMEs 	TBA	Strategic Procurement Manager
	<ul style="list-style-type: none"> In construction applications at least 10% of the total value of materials used on projects over £1m should derive from recycled or re-used content 	TBA	
	<ul style="list-style-type: none"> In printing and writing paper applications products should contain at least 50% recycled content 	TBA	
	<ul style="list-style-type: none"> In tissue paper applications products should contain 100% recycled content 	TBA	

Corporate Improvement Theme – Governance and Accountability			
Resource objective: Ensure that high standards of governance are being exercised through the use of Scrutiny Forums, Audit Plans and Risk Management			
Action	Measures and timescales	Connect Ref	Responsibility
Promote Corporate Governance and Standards	<ul style="list-style-type: none"> • Delivery of Risk Control Actions by due Date 	TBA	All Executive Directors
	<ul style="list-style-type: none"> • Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas. 	TBA	
	<ul style="list-style-type: none"> • Actions from approved risk management work plan to be delivered by agreed dates. 	TBA	Risk and Audit Manager
	<ul style="list-style-type: none"> • Half yearly reporting to Risk and Audit Manager by nominated lead officers on progress made on Council's top 20 risks 	TBA	
	<ul style="list-style-type: none"> • Review the operating arrangements of the Risk Management and Audit Forum in line with good practice. 		
Deliver 2009 - 2010 Audit Plan	<ul style="list-style-type: none"> • Completion of audit work to draft stage by year end, ie 30 April 	TBA	Risk and Audit Manager All Executive Directors through quarterly performance reports
	<ul style="list-style-type: none"> • Audit actions to be delivered by due dates 	TBA	
Fraud Management	<ul style="list-style-type: none"> • Deliver National Fraud Initiative actions by April 2010 		Risk and Audit Manager
	<ul style="list-style-type: none"> • Compliance with Red Book guidance during 2009 - 2010 		

Corporate Improvement Theme – Vision and Strategic Direction			
Finance and IT Resources will contribute to the following Council Wide actions and measures			
Action	Measures and timescales	Connect Ref	Responsibility
Implement a programme of equality and human rights impact assessments	<ul style="list-style-type: none"> • Number of impact assessments carried out against those timetabled 		IT Support Services Manager
	<ul style="list-style-type: none"> • Number of Reports on Impact Assessments published on Website 		
	<ul style="list-style-type: none"> • Progress in relation to Equality Impact Assessment actions is monitored and reported to Equal Opportunities Forum 		
Develop and introduce Council wide equality performance measures and publish results	<ul style="list-style-type: none"> • Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories. 		IT Support Services Manager
	<ul style="list-style-type: none"> • Data on equality related performance is collated and published annually 		

Corporate Improvement Theme – Vision and Strategic Direction

Finance and IT Resources will contribute to the following Council Wide actions and measures

Action	Measures and timescales	Connect Ref	Responsibility
Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our partnership activities	<ul style="list-style-type: none"> Evidence that partnership plans, strategies and initiatives have been assessed impact in relation to equalities 	TBA	IT Support Services Manager
	<ul style="list-style-type: none"> Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest 	TBA	
	<ul style="list-style-type: none"> Evidence that equalities are included in performance monitoring and measurement activities for partnerships 	TBA	
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> 100% of staff to have current PDR for 08/09 	TBA	Head of Finance Services
	<ul style="list-style-type: none"> 100% of staff recruited through competency based interview by 2011 	TBA	Head of IT Services
	<ul style="list-style-type: none"> Average no of off job training days per member of staff 	TBA	
	<ul style="list-style-type: none"> Labour turnover rate to be less than 5% cumulative for 2009 - 2010 	TBA	
	<ul style="list-style-type: none"> Staff absence rate to be less than 2.5%. (Corporate SPI is 5%) each month and cumulatively 	TBA	
	<ul style="list-style-type: none"> Training Activities (Actual –v- Plan) 	TBA	
Manage land and property assets efficiently	<ul style="list-style-type: none"> Proportion of accommodation that is in satisfactory condition (SPI) 	TBA	IT Support Services Manager
	<ul style="list-style-type: none"> Proportion of operational accommodation that is suitable for current use. 	TBA	
	<ul style="list-style-type: none"> % of buildings from which the Council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people (SPI) 	TBA	

Section six – Capital and Revenue resources 2009 - 2010

South Lanarkshire Council prepares a long term budget strategy based on the 3 Year Settlement advised by the Scottish Government. A medium term financial strategy covering the period 2008-2012 was approved at Executive Committee (23 March 2007) which detailed the Council's strategy for managing its finances and also the principles and assumptions used in preparing the Revenue and Capital budgets for the four year period. Each Resource considers their budget on a three year rolling basis when preparing their financial strategies within the overall corporate framework. The budget in our Resource Plan therefore reflects a three year strategy but focuses on those priorities and activities to be delivered in 2009 - 2010.

Revenue Budget 2009 - 2010

The Resource has a Net Revenue Budget of £12.044million for 2008/09. It can be seen from Table 1 below that the most significant element of expenditure (64%) reflects salary related costs for its 270 (WTE) employees.

Table 1: Budget 2008/09 and 2009/10		
Detail	2008/09 £million	2009/10 £million
Employee costs	10.062	10.697
Property costs	0.291	0.428
Supplies and services	1.806	1.913
Transport and plant	0.006	0
Administration costs	1.412	1.529
Payments to other bodies	0.756	0.789
Payments to contractors	0.194	0.203
Financing charges	1.176	0.629
Gross expenditure	15.703	16.188
Sales	0.256	0.256
Rent, fees and charges	1.629	1.494
Other income	1.774	2.010
Net expenditure	12.044	12.428

This same budget is analysed across the operational sections within the Resource at Table 2 below.

Table 2: Budget 2009/10 by section		
Section	Budget 2009/10 £million	%
Directorate (including Trainees)	1.333	11
Accounting and Budgeting	0.540	4
Corporate Finance	1.466	12
Audit and Risk	0.511	4
Financial Performance	0.393	3
Strategic Procurement	0.193	2
Infrastructure	3.149	25
Business Systems	4.199	34
Support Services	0.403	3
Strategy, Security and Standards	0.241	2
Total	12.428	100

In addition a budget of £582,000 is in place for the E-procurement section.

Capital Programme 2009 - 2010

Details for the Resource Capital Programme are noted at Table 3 below.

Table 3: Capital Programme 2009/10	
Project	£million
New FMS Modules	0.066
Archiving	0
Efficiency and Reform Funding	0.222
Network Development Upgrade	0
Customer Relations Management in CSC	0.800
Corporate Land and Property Programme	0
Caird Centre Server Farm Upgrade	0
Almada Street Server Farm Upgrade	0
Total	1.088

Risk Management

Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.