

Appendix 1
Finance and IT Resources
Resource Plan - Quarterly Progress Report January - March 2009

Council Value

Accountable effective and efficient

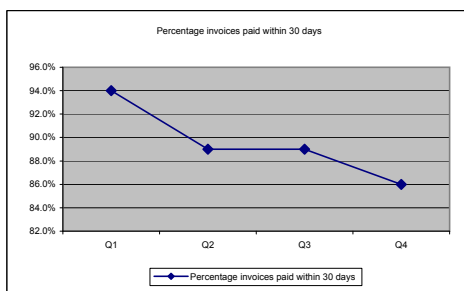
Resource Objective:

Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies

Quantitative Measures

Percentage of Invoices paid within 30 Days. This is a SPI.

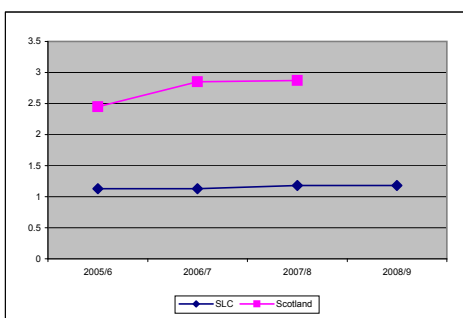
Good performance is a higher figure



YTD	Target	On course	
89.00%	2008/09	to achieve?	
	85.00%	Yes	Achieved

Actual Cost per Payslip
This is an annual CIPFA Directors of Finance PI.

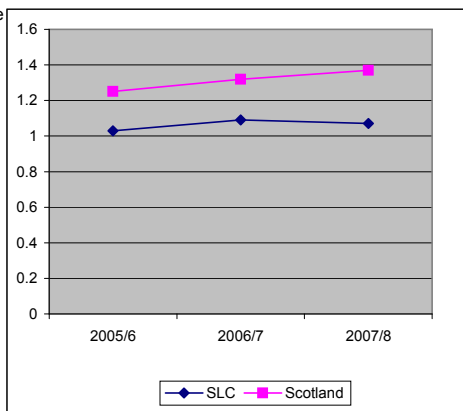
Good performance is a lower figure



£1.18	£1.18	Yes	Achieved
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Unit cost per creditor invoice

Good performance is a lower figure



£1.09	£1.09	Yes	Achieved
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Action	Measure	Progress	Resp
Core business relating to Finance & IT Resources	<ul style="list-style-type: none"> Revenue Budget compared to Actual (Financial Periods and year end - for Resource) for 2008/09 	Achieved. Break even position at year end	Executive Director
	<ul style="list-style-type: none"> 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.	
	<ul style="list-style-type: none"> Sustain positive SPI trend results for Council - per September 2008 return to Audit Scotland. 	Achieved. Positive SPI results for 2007/08. Audit Scotland's profile report reflected improvement over the 3 years to 2007/08	
	<ul style="list-style-type: none"> Implement Resource Sustainable Development actions by March 2009 	On course to achieve.	
	<ul style="list-style-type: none"> Prudential Indicators - adherence to limits for 2008/09 	Achieved. The year end position for debt levels and maturity profiles are within the limits set.	
	<ul style="list-style-type: none"> Reduction in annual average Loans Fund Interest Rate for 2008/09 	On course to achieve.	
	<ul style="list-style-type: none"> Percentage of salaries and wages paid correctly for 2008/09 	Achieved 99.93%	
	<ul style="list-style-type: none"> Total cost of finance function as percentage of organisational running costs for 2008/09 	Year end measure	
Update medium term Financial Strategy following 3 year settlement.	None	Achieved. Report to Executive Committee June 2008.	Head of Finance
Prepare 2009/10 Revenue Budget	<ul style="list-style-type: none"> Declare Band D Council Tax by due date (February 2009), reflecting budget declaration and approval. 	Achieved. Council Tax declared by due date.	Head of Finance

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	Resp	Connect Ref
Prepare 2007/08 Annual Report and Accounts	<ul style="list-style-type: none"> Accounts completed by 30 June 2008 	Achieved. Accounts completed on time.	Head of Finance	65.1
	<ul style="list-style-type: none"> Clear audit certificate by 30 September 2008 	Achieved. Clear audit certificate received.		65.1
	<ul style="list-style-type: none"> Statement of Control to be included in Annual Report 	Achieved. Statement included in Annual Report.		67.3
	<ul style="list-style-type: none"> Cost of Closure of Accounts for 2007/08 	On course to achieve. Actual figure will be reported to Finance Management Team.		
	<ul style="list-style-type: none"> Cost of Closure of Accounts for 2007/08 as percentage of gross expenditure 	On course to achieve. Actual figure will be reported to Finance Management Team.		
	<ul style="list-style-type: none"> Milestone dates met by March 2009 	Achieved. Timetable issued February 2009.		
Control 2008/09 Capital and Revenue Budgets (incl. Trading Accounts). Ensure sound link with budget and service planning.	<ul style="list-style-type: none"> Financial out-turn of Council performance against budgets (Financial periods and year end). 	On target to achieve. Period 13 position is a £1.330m overspend, due mainly to increased utilities costs and Winter maintenance expenditure.	Head of Finance	
	<ul style="list-style-type: none"> Timely reporting of financial information, meeting Committee Reporting cycles during 2008/09 	Achieved. All financial reports presented to appropriate Committees on time		
	<ul style="list-style-type: none"> Trading Accounts budgeted surplus realised March 2009 	Not Achieved. Target for year is £7.596m, actual is £6.756m.		

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Resource Objective: Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery

Action	Measure	Progress	Resp	Connect Ref
Implementation of Payroll Best Value Review Improvement Plan	<ul style="list-style-type: none"> Milestone dates met by March 2009 	Achieved.	Corporate Finance Manager	62.3
Refinement of Corporate Performance Framework	<ul style="list-style-type: none"> Milestone dates met, and final implementation by March 2009 	Achieved.	Executive Director	
Prepare for Audit of Best Value and Community Planning and co-ordinate response to improvement plan agreed with Audit Scotland.	<ul style="list-style-type: none"> Manage Audit processes within Audit Scotland timescales 	Achieved. Comments returned within timescale - final report February 2009.	Executive Director	
Prepare 3 year programme of review work	<ul style="list-style-type: none"> Updated Programme of Work identified by Sept 2008 Completion of Best Value Reviews as per timetable 	Achieved. Achieved	Executive Director	
Best Value Service Review – Accounting and Budgeting	<ul style="list-style-type: none"> 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 revised scope.	Head of Finance	62.1 62.2
Best Value Service Review – IT Help Desk Services	<ul style="list-style-type: none"> Completion of Best Value Reviews as per timetable Improvement Plans approved by Committee 	Achieve	Head of IT	62.1 62.2

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Resource Objective:

Implement a strategic response to the Scottish Government's Efficient Government agenda, based on five themes – managing absence, asset management, procurement, shared services, and streamlining bureaucracy

Action	Measure	Progress	Resp	Connect Ref
Implementation of Efficient Government Policy and Action Plan	<ul style="list-style-type: none"> Meet Milestones within Plan 	Achieved (phase 1). Due to uncertainty of 2010/2011 position, the plan is being revisited in line with revised Financial Strategy.	Head of Finance	
Issue second Efficient Government Policy and Action Plan following work with KPMG.	<ul style="list-style-type: none"> Meet milestone dates concluded with KPMG, including : <ul style="list-style-type: none"> Diagnostic to be complete by end of August 2008 Revised Action Plan to be prepared by December 2008 	Achieved (phase 1). Due to uncertainty of 2010/2011 position, the plan is being revisited and will consider new work-stream in Efficient Government Plan	Executive Director	
Deliver Actions on Asset Management Plan	<ul style="list-style-type: none"> Meet Milestones within Plan 	Achieved	Head of Finance	
Deliver actions in Procurement Strategy/Plan (incl. first year of i-procurement project)	<ul style="list-style-type: none"> Meet Milestones within Plan (by March 2009) Achievement of procurement efficiency savings targets - 0.25% of Council's controllable budget. *This measure will be reviewed for 2009/10 to consider efficiency savings of strategic procurement function. 	Achieved	Head of Finance	
		Achieved in part. Report presented to CMT(Feb 09) to consider restructure of the Council's procurement function.		63.1
Continued Development of IT Shared Services	<ul style="list-style-type: none"> Contribution to SLC Pathfinder Exercise Advance work with Lanarkshire Health Board and North Lanarkshire Council Exploit Caird Data Centre facility to host infrastructure for other organisations. This service will be offered to other organisations under an SLA and have an income stream Host the Citizen's Account and Gazetteer Infrastructure for the Scottish Executive Become a Centre of Excellence for hosted services, measured via Caird Business Plan and Project proposals. Encourage and influence current shared service users of payroll to expand their use of facilities by uptake of HR. 	<p>Achieved. Diagnostic Project reported to CMT</p> <p>eCare Shared Service on course to achieve</p> <p>Achieved. Caird Centre hosting West of Scotland University</p> <p>Achieved. Caird Centre hosting Scot Government Citizens Account</p> <p>Achieved. Caird Business Plan Complete</p> <p>Discussions with other Local Authorities ongoing</p>	Head of IT	

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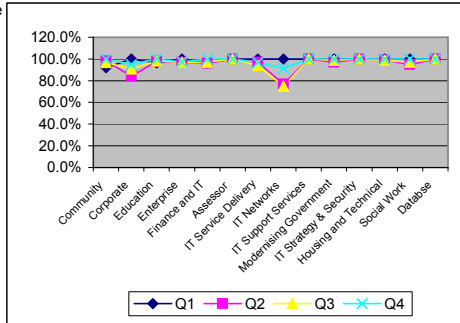
Resource Objective:

Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy

Quantitative Measures

95% of the IT Service Plan to be contained for delivery at any given time

Good performance is a high percentage



YTD

98.80%

Target
2008/9

95.00%

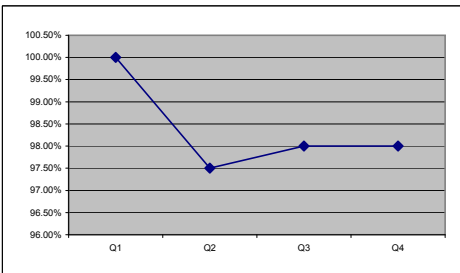
On course
to achieve?

Achieved

69.1, 69.2

Resolve 95% if IT Faults within SLA

Good performance is a high percentage



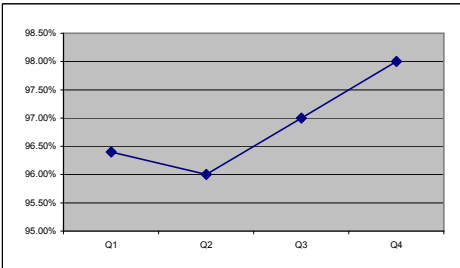
98.00%

95.00%

Achieved

Achieve 95% if IT hardware installations within SLA

Good Performance is a high figure



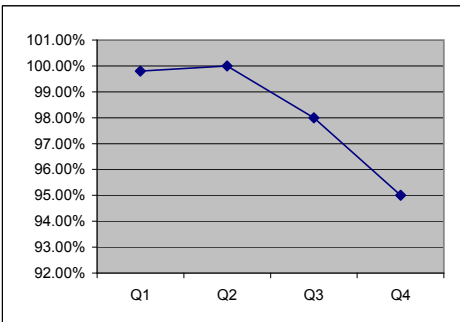
98.00%

95.00%

Achieved

Achieve 95% if IT Software installations within SLA

Good Performance is a high figure



95.00%

95.00%

Achieved

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Action	Measure	Progress	Resp	Connect Ref
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. Delivery of ICT Strategy as per agreed deadlines: <ul style="list-style-type: none"> (i) project (ii) business delivery Develop funding network with Scottish Government 	Achieved Achieved Achieved	Head of IT	69.3
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. Increase Number of Visitors to Council's Website 	Achieved upper quartile ranking of Local Authority Websites. Achieved - WEB Visitors as at end of June 2008 increased by 36.7% over previous year. Number of online transactions have doubled over previous year.	Head of IT	

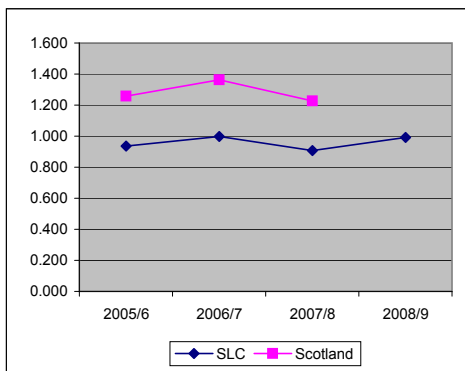
Council Value **Accountable effective and efficient**
Resource Objective: **Test that High Standards of Governance are being exercised**

Quantitative Measures

Cost (£ 000s) of Internal Audit per £1m of net Expenditure

This is a CIPFA Directors of Finance Annual PI

Good performance is a low figure



YTD

£991

Target
2008/9
(Est)
£1,110

On course
to achieve?

Yes

Achieved

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Action	Measure	Progress	Resp	Connect Ref
Promote Corporate Governance and Standards	<ul style="list-style-type: none"> Corporate governance checks to be completed annually 80% of external audit recommendations for Finance and IT to be delivered by due date 80% of internal audit recommendations for Finance and IT to be delivered by due date 	<p>Achieved. Audit assignment targeted for completion by August 2008. Audit work complete and final report issued 11 December 2008.</p> <p>Achieved. All recommendations are delivered as required as at March 2009.</p> <p>Achieved</p>	Risk and Audit Manager	<p>67.2</p> <p>67.4</p> <p>67.4</p>
Deliver 2008/9 Audit Plan	<ul style="list-style-type: none"> Completion of audit work to draft stage by year end. 95% of planned audit jobs to be completed by 30 April 2009 85% of all draft reports to be issued within 21 days of completing field work Note: this target amended to from 85% to 80% to reflect a realistic workplan. 75% of planned routine jobs to be started by year end (i.e. 31 December) 80% of all audit reports completed within the year to be delivered within budgeted days per remit. Note: this target has been amended to 75% for the year, to reflect a realistic workplan. 	<p>On course to achieve - 31st March position is 88%.</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	Risk and Audit Manager	<p>67.1</p>
Fraud Management	<ul style="list-style-type: none"> Complete matches to single person's discounts by March 2009 Compliance with Red Book guidance during 2008/09 	<p>Achieved</p> <p>Not Achieved. This measure has been affected by vacancies and the late receipt of guidance.</p>	Risk and Audit Manager	

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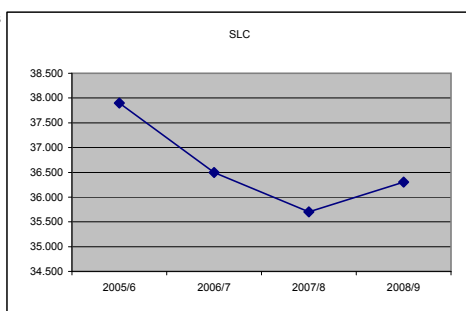
Council Value Accountable effective and efficient
Resource Objective: Promote compliance with accepted good standards of risk management

Quantitative Measures

Number of Civil Liability Claims per 10,000 Population

This is a SPI.

Good performance is a low figure

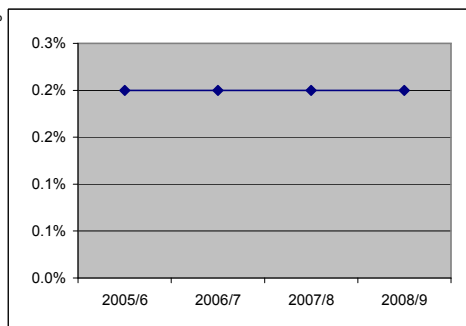


YTD	Target 2008/9 (Est)	On course to achieve?
36.300	35.700	No

Civil Liability Claims Value as % of Revenue Budget

This is a SPI

Good performance is a low figure



0.2	0.2	Achieved
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Action	Measure	Progress	Resp	Connect Ref
Risk Management	<ul style="list-style-type: none"> Actions from approved risk management workplan to be delivered by agreed dates. 	Achieved	Risk and Audit Manager	68.1

Council Value Sustainable Development
Resource Objective: Develop responsible procurement practices

Action	Measure	Progress	Resp	Connect Ref
Procurement Practices	<ul style="list-style-type: none"> Increase annually the % and value of contracts with SMEs 	Achieved.	Strategic Procurement Manager	78.1
	<ul style="list-style-type: none"> Specify recycled/recyclable content in 100% of contracts 	Achieved.		78.2
Ongoing review of the Council Standing Orders and Procurement Strategy	<ul style="list-style-type: none"> Review completed by March 2009 	Achieved.	Strategic Procurement Manager	

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Working with and respecting others

Action	Measure	Progress	Resp	Connect Ref
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 	Achieved	Executive Director	57.1
	<ul style="list-style-type: none"> Number of reports on impact assessments published on website 	19		57.2
Develop and introduce Council wide equality performance measures and publish results	<ul style="list-style-type: none"> Finance and IT Resources will report specific equalities PIs to Corporate Resources for central publication 	Achieved	Executive Director	
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"> This will be included in the Impact Assessments 	Achieved	Executive Director	

Council Value

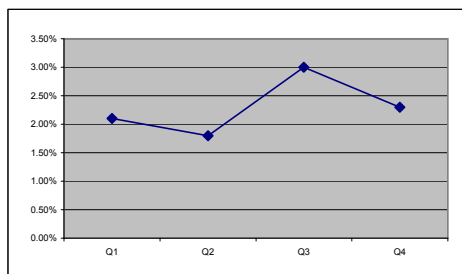
Excellent Employer

Quantitative Measures

YTD	Target 2008/9	On course to achieve?
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Managing Absence

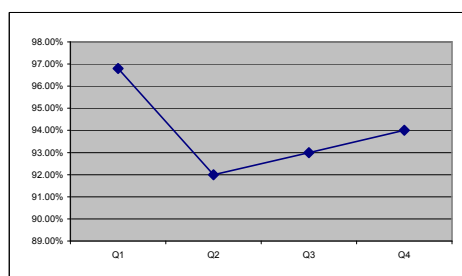
Good performance is a low figure



2.30%	2.50%	Achieved
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Training Satisfaction

Good performance is a high figure



94.0%	92.0%	Achieved
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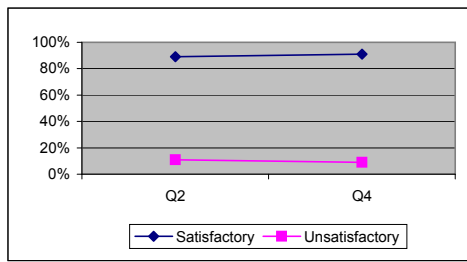
Action	Measure	Progress	Resp	Connect Ref
We will ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> PDRs completed by May 2008, and mid-year review by November 2008 (95% coverage) 	Achieved. 100% of PDRs completed by end of May 2008 and 100% of mid year review completed by November 2008.	Executive Director, Head of Finance, Head of IT	61.6
	<ul style="list-style-type: none"> Labour turnover rate less than 5% - cumulative for 2008/09 	Achieved		
	<ul style="list-style-type: none"> Training activities – Actual compared to plan 	Achieved		
	<ul style="list-style-type: none"> Retention of IIP Accreditation 	Achieved.		

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Measures for which Resources will provide the Connect update

Proportion of Operational Accommodation that is in Satisfactory Condition

91% Satisfactory
9% Unsatisfactory



YTD

91%

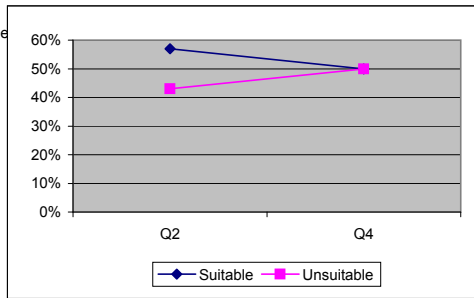
Target
2008/9

>89%

On course
to achieve?
Achieved

Proportion of Operational Accommodation that is suitable for its current use

50% Suitable
50% Unsuitable



50%

> 57%

Not Achieved