SOUTH LANARKSHIRE COUNCIL

Report

Report to:	**Finance and Information Technology Resources Committee**
Date of Meeting:	**2 June 2010**
Report by:	**Executive Director (Finance and Information Technology Resources)**

Subject:	**Finance and Information Technology Resources - Resource Plan 2010/11**

1.   Purpose of Report
1.1.   The purpose of the report is to:-

- ♦ Request approval of the Finance and Information Technology Resources Resource Plan for 2010/11.

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

(1)   that the key achievements made by the Resource during 2009/2010 are noted.

(2)   that the Resource Plan 2010/2011 be referred to the Executive Committee for approval and

(3)   that a six monthly interim progress report be provided to a future meeting of the Committee.

3.   Background
3.1.   The Resource Plan 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 and establishes objectives and priorities for the new year.

3.2.   The Resource Plan 2010/11 embodies the Improvement Themes of the Council Plan 'Connect', based on the 2009 Mid Term Review.

3.3.   The Resource 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 and also identifies achievements for the previous year, reflects new improvement themes as appropriate and establishes objectives and priorities for the new year.

3.4.   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 with the details of individual service plans. Ultimately, these details are included in the key work objectives of individual officers.

4. Progress for 2009 – 2010

4.1. Our Resource Plan for 2009/10 clearly sets out specific actions to be undertaken in support of the Council's Corporate Improvement Themes. Each action has one or more defined measures which have been allocated to Service Heads. The measures are the reporting mechanism through which the members of the Council and the wider public are informed, twice yearly, of our stated actions.

4.2. The Resource objectives for 2009-2010, and progress against these, are listed below and overleaf, under the relevant Corporate Improvement Theme.

Efficient and effective use of resources	
Resource Plan Objective	Progress
Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term strategies.	Without doubt, the outstanding achievement of the Resource in the Financial Year 2009 – 2010 has been to steer the Council through the harshest financial climate in years. Consequently the budget for 2010/11 has been successfully completed and the financial challenges facing the Council over the next 4 years has been clearly communicated to Elected Members, Senior Managers and staff. The Core business of Finance Services is progressed well throughout the year with all services meeting performance targets. The Annual Accounts for 2008 - 2009 were successfully completed, and the Council is in receipt of a clear Audit Certificate
Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.	The Core business of IT Services also progressed well throughout the year, with all sections meeting performance targets in respect of critical systems availability and problem resolution. Delivery of the IT Strategy, and onward support of Council Priorities and front line services, continues to exceed performance expectations with over 95% of the plan on schedule to deliver.

Performance Management and Improvement	
Resource Plan Objective	Progress
Implement effective Best Value Management arrangements to ensure continuous improvement and effective and efficient service delivery.	In conjunction with the Corporate Improvement Unit, the Resource has made good progress in responding to improvement actions in respect of the Best Value Audit. Equally excellent progress has been made in respect of BV2, with the training in the Public Sector Improvement Framework (PSIF) already complete, as is the Local Government peer review of PSIF. The Best Value of Accounting and Budgeting has been completed. An improvement plan is in place and will be monitored regularly.
Implement a strategic response to the Scottish Government's Efficient Government Agenda.	In respect of the Efficient Government Agenda, the Resource has led several efficiency initiatives in respect of the National Diagnostic and Grant Thornton Alternative Service Delivery Assessment. Locally the Resource has made excellent progress in respect of the Diagnostics for both Finance and IT Services, whilst providing further services via the Caird Centre to a number of public sector organisations.

Governance and Accountability	
Resource Plan Objective	Progress
Ensure that high standards of governance are being exercised through the use of Scrutiny Forums, Audit Plans and Risk Management.	Whilst there is good overall progress in governance arrangements the department have 1 measure not on course to achieve relating to the delivery of Risk Control Actions by due date. This is being actively managed by the Council's Risk and Audit Manager.
Vision and Strategic Direction	
Resource Plan Objective	Progress
Contribute to the Council's sustainability work through responsible procurement practices.	Procurement Managers' positions have been filled and the management structure to apply the procurement strategy is in place. There is now a clear strategy for Procurement and this service will contribute significantly to the Council's efficiency programme over the next three years.

4.3. The Resource has 93 measures outlined in our Resource Plan which relate to the delivery of its objectives in relation to the appropriate Corporate Improvement Theme.

4.4. *Corporate Improvement Theme – Efficient and Effective Use of Resources*
The Resource has 41 measures pertaining to efficient and effective use of resources. As at the end of Quarter 3, 40 measures are classified as 'green' (achieved or on course to achieve). 1 measure is noted as being reported at the end of the financial year. This confirms the overall progress and success in delivering the Resource Plan, particularly in respect of core business and the development of the financial strategy.

4.5. **Corporate Improvement Theme – Performance Management and Improvement**
The Resource has 22 measures pertaining to Performance Management and Improvement. As at the end of Quarter 3, all 22 measures are classified as 'green' (achieved or on course to achieve). This reflects well on the general progress made on Best Value and Improvement work since the Audit of Best Value and Community Planning. In addition, the Resource has established its new procurement function.

4.6. Corporate Improvement Theme – Governance and Accountability
The Resource has 9 measures pertaining to Governance and Accountability. As at the end of Quarter 2, 7 measures are classified as 'green' (achieved or on course to achieve. 2 measures are noted as being reported as Amber (minor slippage).

Governance and Accountability			
Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)			
Action	Measure	Progress	Management Action
Promote corporate governance and standards	Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas.	The self assessment and declaration aspect is complete, however there is no action plan at Resource Level.	As a result of the Council Wide audit assignment, responsibility has been assigned to Douglas Wilson, Head of Administration Services.
Promote corporate governance and standards	Delivery of Risk Control Actions by due date.	Not yet reporting to full Council. For Finance and IT 48% are complete and 65% remain open.	There has been some recovery of this measure in Q4 and Finance and IT Senior Management will continue to monitor in 2010 – 2011.

4.7. **Corporate Improvement Theme – Vision and Strategic Direction**
The Resource has 21 measures pertaining to Vision and Strategic Direction. As at the end of Quarter 2, 15 measures are classified as 'green' (achieved or on course to achieve) and a further 6 measures will be reported at the end of the financial year. This reflects well on the commitment by Finance and Information Technology Resources to Council initiatives such as Sustainable Development and Equalities.

5. Financial Information

5.1. The Revenue Budget position for the Resource is noted below

Total Budget	Forecast Year to date	Actual Year to date	Variance explanation
£15.911m	£15.911m	£15.162m	• Vacancies in both Finance and IT • Over recovery of income

5.2. The Capital Budget position is noted below

Total Budget	Forecast Year to date	Actual Year to date	Variance explanation
£1.552m	£1.471m	£1.168m	• Delays in progressing with works to upgrade the Caird Centre Water Tower. • Delays in awarding the tender for the online Benefits Application tool within the Customer Relations Management project.

6. Employee Implications

6.1. There are no personnel implications arising from this report, other than a direct link to the Performance and Development Review process.

7. Financial Implications

7.1. Resource Plan objectives and more detailed Service Plans inform financial planning within the Resource. There are however no specific financial implications arising from this particular report and priorities have been delivered within existing revenue and capital resources.

8. Other Implications

8.1. In preparing the Plan 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.

9. Equality Impact Assessment and Consultation Arrangements

9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

9.2. There is no requirement to undertake any consultation in terms of the information contained in this report.

Linda Hardie
Executive Director (Finance and Information Technology Resources)

12 May 2010

Link(s) to Council Values and Objectives

♦ Value: Accountable, Effective and Efficient

Previous References

♦ Finance and Information Technology Resources Committee 7 July 2009

List of Background Papers

♦ Finance and Information Technology Resource Plan 2009 - 2010

Contact for Further Information

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

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Finance and Information Technology Resources

Resource Plan

2010 - 2011

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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 three Services – Finance, Information Technology and Procurement. Our work reflects the commitment to responding to the Council's vision within Connect (Council Plan 2007-2012), particularly in ensuring effective and efficient use of resources.

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 2010/11 this reflects a Revenue Budget of £725million, and Housing Revenue spend of £82million. The General Services Capital Programme is £170million, and Housing Investment Programme £41million.

> 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.

> Procurement Services are responsible for the strategic and tactical development of all procurement functions within the Council. From 2010 to 2013 the Procurement Service is key to the delivery of Council efficiency savings and will drive a specific target saving of £9 million over these three years.

Achievements 2010/11

There is little doubt that the major challenge facing the Council last year, and for the foreseeable future, is development of a financial strategy that helps South Lanarkshire Council meet its fiscal, statutory and service obligations.

Development of the Financial Strategy was undertaken in the hardest financial climate for many years. It has included extensive consultation at member and officer level and has enabled the Council to plan ahead with an increased degree of certainty.

The Council's centralised Procurement Service was set up to ensure effective and efficient procurement of goods and services and has played a key role in implementing the Procurement Strategy that will drive further savings of at least £9 million over the next 3 years.

In the last twelve months the Resource has continued to ensure sound financial and governance arrangements are in place across the Council. The Resource continues to play a key role in contributing to all of the major initiatives of 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. In addition IT Services has succeeded in supporting major Council Initiatives including the roads Investment Programme, i-Procurement and People Connect.

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 resulting in South Lanarkshire Council being the second highest performing Council in Scotland in respect of electronic services.

Challenges

As we move into 2010/11, the key challenge for the Council is one of sound financial planning and governance. The Council has a clear challenge to save £30 million over each of the next three years. Each of our three services has a crucial role to play in this.

Our Financial Strategy will be further developed to deal with this situation. Finance and IT Resources will lead and co-ordinate the Council's response to ensure a sound Financial Strategy that drives an additional 6% revenue savings over each of the next three years. In addition the Resource will drive and contribute to Diagnostic Programmes in Management Structures, Information Technology, Asset Management and Clerical and Support Diagnostics to help drive these savings targets. This will be supported by £9 million savings from our Procurement Strategy.

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 Economic Structure
- National Priorities - Efficient Government
- Statutory Requirements

National Economic Structure

Future grant settlements from the Scottish Government will not be as generous as they have been in previous 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.

The scale of this challenge cannot be understated. As we prepare this plan the Council is faced with much uncertainty which will not be dispelled until the preparation of a Comprehensive Spending Review. The exact results of this are not expected to be known at a Scottish local government level before November 2010.

Meantime, the Council has a clear target to achieve £30 million savings over each of the next three years, Until the new government prepares its comprehensive spending review, we are dealing with uncertainty and have to work a number of assumptions in order to plan ahead.

However, our most important role will be in driving forward the financial strategy for the year 2011/12 and for the years after that. Our role in securing efficiencies across the Council and within our own services *will be key* to a successful future of South Lanarkshire Council.

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 2011 – 2012 and beyond, we must recognise the significant reduction in funding to the Council from central government. 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 other Scottish Local Authorities, South Lanarkshire Leisure and the Valuation Joint Board. Shared services in this area is a matter of high priority.

In addition the Council is providing a model of shared infrastructure services for the University of the West of Scotland , the Scottish Government's National Infrastructure, the Scottish Government and West Lothian Council. 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. Consequently the new Procurement service will lead development of, and tactical deployment of a Procurement Strategy that drives £9 million of savings between 2010/11 and 2012/13.

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.

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
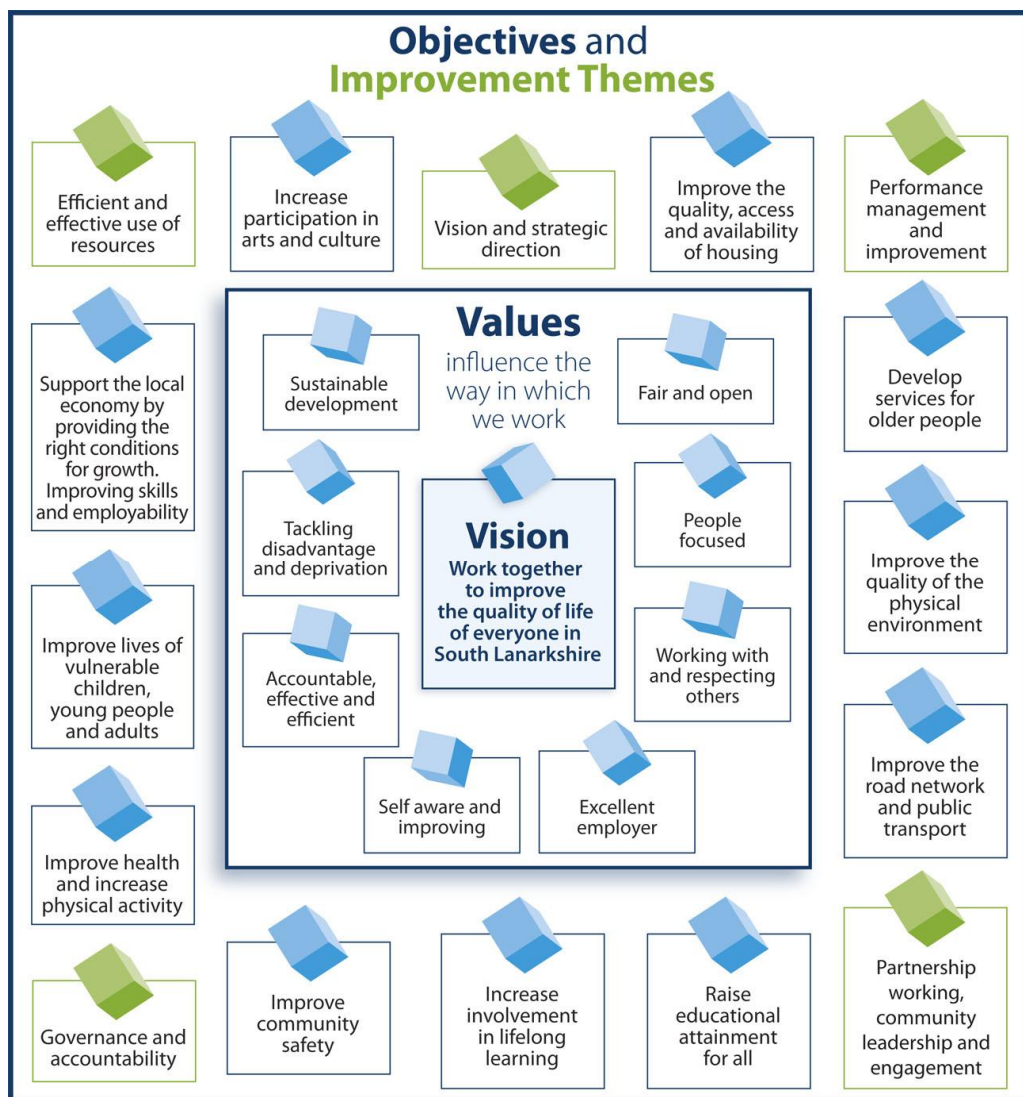
Community Plan
The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The Plan is structured around three aims, to build: successful and inclusive communities; safe and healthy communities and working and learning communities. The Council works with its partners 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
The Council Plan Connect 2007/12 was reviewed during 2009 to reflect developments both internally and externally.

The Corporate Improvement Plan (IMPROVE) sits within Connect and provides a single focus for the development and delivery of all corporate improvement activity within the Council. IMPROVE has been developed in response to the Audit of Best Value and Community Planning to ensure that corporate improvement activity is better prioritised and co-ordinated. In addition the Resource will contribute to, and participate in, the Public Sector Improvement Framework initiative (EMPOWER) to identify ongoing improvement opportunities throughout Finance and IT Resources.

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

Objectives and Improvement Themes

Efficient and effective use of resources

Increase participation in arts and culture

Vision and strategic direction

Improve the quality, access and availability of housing

Performance management and improvement

Values
influence the way in which we work

Sustainable development

Fair and open

Support the local economy by providing the right conditions for growth. Improving skills and employability

Develop services for older people

Tackling disadvantage and deprivation

People focused

Vision
Work together to improve the quality of life of everyone in South Lanarkshire

Improve the quality of the physical environment

Improve lives of vulnerable children, young people and adults

Accountable, effective and efficient

Working with and respecting others

Self aware and improving

Excellent employer

Improve the road network and public transport

Improve health and increase physical activity

Governance and accountability

Improve community safety

Increase involvement in lifelong learning

Raise educational attainment for all

Partnership working, community leadership and engagement

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

Council 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 reflect Connect priorities. However, delivery of the priorities identified above will be heavily dependent over coming years on resource availability.

On this basis, future financial settlements will inform the need to further reassess our priorities.

As with all Resources, Finance and IT Resources continues to uphold South Lanarkshire Council values in all our work.

As with all Resources, Finance and Resources aims to contribute to the delivery of corporate improvement themes. Resource specific actions against corporate improvement themes are listed in Section 5.

The development of the SOA for 2009/10 – 2011/12 – between Planning Partners in South Lanarkshire and the Scottish Government – commits the Council to achieving identified local outcomes, which in turn contribute to the Scottish Government's 15 National Outcomes. The Local Outcomes in the SOA have been drawn up with reference to the objectives and actions within the Council Plan and Community Plan, so that achievement against the Council Plan is also achievement against key aspects of the SOA.

In respect of Best Value 2, the Resource will continue to play a key role. In this respect Finance and IT Resources has already rolled out the Council's Empower toolkit to its Risk and Audit function and will further deploy to all of its services over the next three years.

Best Value

The Council received a positive report following on from the Audit of Best Value and Community Planning in 2009, and is making satisfactory progress with the agreed improvement actions. In preparation for Best Value 2, Finance and IT Resources will continue to lead the Council's approach to ensure an efficient and effective approach to continuous improvement.

Working with the Continuous Improvement Unit and the Corporate Improvement Advisory Board, there will be ongoing engagement with officers on Best Value activity, and with elected members in terms of their awareness and scrutiny role. This will include responding to the annual Shared Risk Assessment process and overview of activity included within the Assurance and Improvement Plan.

All corporate improvement projects will be monitored during review stages (in line with Service Review Guidance) and transferred to benefits tracking as appropriate. The Council's commitment to a programme of self assessment (Empower) will be managed to enable delivery in line with the timescale agreed by the Executive Committee. Reports will be presented to the Executive Committee, Performance and Review Scrutiny Forum and Risk and Audit Scrutiny Forum as required.

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 2010 - 2011 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 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, as well as proving assurance in respect of the governance of the Council.

The Procurement Service Team works to coordinate strategic 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. In addition the Procurement Service will benchmark its performance using the Procurement Capability Assessment facilitated by Scotland Excel. The Procurement Service is managed by a Head of Service and four Procurement Managers covering,

- Social Work Resources and Education Resources;
- Corporate Resources and Finance & IT Resources;
- Community Resources and South Lanarkshire Leisure; and
- Housing & Technical Resources and Enterprise Resources.

Progress against Council Plan

Finance and IT Resources has 93 measures outlined in our Resource Plan which relate to the delivery of its objectives in relation to Council Plan for 2007 – 2012. Performance in respect of financial year 2009 – 2010 is as follows,

Council Theme / Objective	Green	Amber	Red
Improve quality and availability of housing			
Develop service for older people			
Improve the quality of the physical environment			
Improve the road network and public transport			
Raise Educational attainment for all			
Increase involvement in lifelong learning			
Improve community safety			
Improve health and increase physical activity			
Improve lives of vulnerable children, young people and adults			
Support local economy			
Increase participation in arts and culture			
Vision and Strategic Direction	17		4
Performance Management and Improvement	21		1
Partnership Working, Community Leadership and Engagement			
Governance and Accountability	6	2	
Efficient and effective use of resources	39		2
Totals	83	2	8

Resource achievements (2009/10)

Council Improvement Theme: Effective and efficient use of Resources		
Resource objective	Measures	Achievement
Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery	- Completion of reviews as per timetable - Improvement Plans approved by Council Committee - Efficiency savings identified and realised	**Achieved** In conjunction with the Corporate Improvement Unit, the Resource made good progress in responding to improvement actions in respect of the Best Value Audit. Equally good progress has been made in respect of BV2, with the training in the Public Sector Improvement Framework (PSIF) already complete and rolled out to Risk and Audit. The Best Value of Accounting and Budgeting has been completed. The initial improvement plan is has been delivered and the Diagnostic of Finance Services moves to phase its second phase.
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	- 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 2009/10. - Led National Diagnostic Project	**Achieved** In respect of the Efficient Government Agenda, the Resource has made good progress in providing further services via the Caird Centre to a number of public sector organisations. The Resource has concluded the set up of the centralised procurement function, which will play a key role in realising savings in future years.

Council Improvement Theme: Effective and efficient use of Resources		
Resource objective	Measures	Achievement
Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies	• Accounts completed by the 30 June and receipt of clear audit certificate by 30 September	**Achieved** The financial challenges facing the Council over the next 4 years has been clearly communicated to Elected Members, Senior Managers and staff. The budget for 2010/11 is complete. The strategy for 2011-2014 has been finalised. Despite a drop in Council Income, particularly in Capital Receipts, Finance Services has continued to facilitate The Annual Accounts for 2008 - 2009 was successfully completed on time, and the Council is in receipt of a clear Audit Certificate
Test that high standards of governance are being exercised	• 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 in Part** Whilst there is good overall progress in governance arrangements the department have 1 measure not on course to achieve relating to the delivery of Risk Control Actions by due date. This is being actively managed by the Council's Risk and Audit Manager.
Promote compliance with accepted good standards of risk management	• Actions from approved risk management workplan to be delivered by agreed dates	**Achieved** Council wide Risk Plan in place and reported to Committee.

Council Improvement Theme: Effective and efficient use of Resources		
Resource objective	Measures	Achievement
Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy	• 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** The Core business of IT Services progressed well throughout the year with sections meeting performance targets in respect of critical systems availability and problem resolution. Delivery of the IT Strategy, and onward support of Council Priorities and front lines services, continues to exceed performance expectations with 97.6% of the plan on delivered on schedule.

Council value: Sustainable development		
Resource Objective	Measures	Responsibility
To develop responsible procurement practices	• Increase annually the % and value of contracts with local SMEs • Specify recycled/recyclable content in 100% of contracts	**Achieved**:

Finance and IT Resources had two actions that incurred minor slippage in the Resource Plan for 2009 – 2010. The action and Management activity to address the issue is summarised below,

Council Improvement Theme: Effective and efficient use of Resources			
Resource objective			
Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)			
Action	Measure	Progress	Management Action
Promote corporate governance and standards	Delivery of Risk Control Actions by due date.	Not yet reporting to full Council. For Finance and IT 48% are complete and 65% remain open.	There has been some recovery of this measure in Q4 and Finance and IT Senior Management will continue to monitor in 2010 – 2011.
Promote corporate governance and standards	Complete resource Governance self assessment and declaration by due date and develop actions to address non complaint areas.	Self Assessment and declaration complete. No actions yet at Resource Level.	As a result of the Council Wide audit assignment, responsibility has been assigned to Douglas Wilson, Head of Administration Services.

Details of all achievements, compared with all **actions** for 2009/10 are noted Appendix one in the Resource Q4 update for 2009 - 2010.

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 2010/11 are noted below.

2007/8 Actual	2008/9 Actual	2009/10		2010/11 Target
		Target	Actual	
2.90%	2.30%	2.5%	2.0%	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 remained constant, at a lower level, over the last three years due to the management of reduced central support costs, and reduced costs relating to financial management system.

SLC performance (Cost of payslip produced)			
	2007/08	2008/09	2009/10
Actual	£1.18	£1.18	Available
Rank of 32	1	2	May 2010
Range (2008/9)	£0.90 - £6.03		

Cost of Internal Audit per £1million of net expenditure

The cost of Internal Audit within the Council has increased slightly over the last three years, and as a consequence has seen a fall in ranking compared with other councils. 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)			
	2007/8	2008/9	2009/10
Actual	£907	£955	Available end April 2010
Rank of 32	7	16	Published December 2010
Range (2008/09)	£558 - £2,098		

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)			
	2007/8	2008/9	2009/10
Target	85%	85%	85%
Actual	90.2%	89%	Available end April 2010
Rank of 32	4	4	Published December 2010
National Average	84.7%	85%	

Litigation claims: Number of claims per 10,000 population
Through pro-active management of insured hotspots, we are working to gradually reduce the number of claims year on year. While 2008/09 saw an increase in the claims per 10,000 population the ranking for the Council improved.

SLC performance (Claims per 10,000 population)			
	2007/8	2008/9	2009/10
SLC	35.7	36.3	Available end April 2010
Rank of 32	28	26	Published December 2010
National Average	26.8	26.7	

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)			
	2007/8	2008/9	2009/10
SLC	0.2%	0.2%	Available end April 2010

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)			
	2007/8	2008/9	2009/10
Target	95%	95%	98%
Actual	100%	98%	99%

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)			
	2007/8	2008/9	2009/10
Target	95%	95%	98%
Actual	95%	97%	96%

SLC performance (Software installation)			
	2007/8	2008/9	2009/10
Target	95%	95%	98%
Actual	100%	100%	98.6%

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)			
	2007/8	2008/9	2009/10
Target	90%	92%	95%
Actual	92%	94%	94.1%

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)			
	2007/8	2008/9	2009/10
Target	95%	95%	95%
Actual	97.2%	96.8	99%

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)			
	2007/8	2008/9	2009/10
Target	Measure Not in Place	95%	98%
Actual		99.8%	99.9%

Financial Outturn

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

Resource performance (Financial outturn)						
	2007/08		2009/10		2009/10	
	Budget	Actual	Budget	Actual	Budget	Actual
Revenue	£11.9m	£11.9m	£15.3m	£15.3m	Available	
Capital	£1.8m	£1.8m	£1.9m	£1.5m	May 2010	

Section five – Resource objectives and actions 2010/11

Resource objectives

There are six Resource objectives for 2010/11, 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.

- **Develop a Financial strategy in advance of the outcome of the comprehensive spending review to allow budget planning for 2011/12, an to review this as the three year settlement becomes available.**
- **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**.
- Contribute to the Council's sustainability work through responsible procurement practices
- **Prepare and Deliver a Procurement Strategy, to include sustainable practices, that supports £9 million savings between 2010/11 and 2012/13**
- **Implement effective Best Value Management arrangements, in response to BV2, to ensure continuous improvement and effective and efficient service delivery.**

Action Plan

The following Action Plan notes the Council Plan Value as well as the Resource objectives and associated actions for 2010/11. 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. Develop a Financial strategy in advance of the outcome of the comprehensive spending review to allow budget planning for 2011/12, an to review this as the three year settlement becomes available.			
Action	**Measures and timescales**	**Connect Ref**	**Responsibility**
Core business relating to Finance and IT Resources Finance Services	• Revenue Budget compared to actual (Financial periods and year end - for Resource) for 2010/11		Executive Director Head of Finance
	• Capital projects delivered to specification, on time, within budget (Financial periods and year end – for Resource) for 2010/11 including final outturns		
	• Reduction in annual average loans fund interest rate for 2010/11		
	• Monitor performance of Insurance Fund		
Update medium	• Completion of update by October 2010.		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. Develop a Financial strategy in advance of the outcome of the comprehensive spending review to allow budget planning for 2011/12, an to review this as the three year settlement becomes available.			
Action	**Measures and timescales**	**Connect Ref**	**Responsibility**
term Financial Strategy following 3 year settlement.	• Reporting of medium term financial strategy on an annual basis	**29.2**	
	• Risk assessment, measurement and evaluation		
Prepare 2011/12 Revenue Budget	• Declare Band D Council Tax by due date (February 2011), reflecting budget declaration and approval.		Head of Finance
	• Setting of the 2011 – 2012 budget by agreed COSLA date.		
Prepare 2010/11 Annual Report and Accounts	• Accounts completed by 30 June and receipt of clear audit certificate by 30 September	**29.1**	Head of Finance
	• Contribution to Single Outcome Agreement reflected in Annual Report and Accounts.	**29.4**	
	• Meet timetable of requirements for SORP 2009 and ACOP compliance.		
	• Meet timetable of requirements for IFRS compliance and Code of Practice 2010.		
Control 2010/11 Capital and Revenue Budgets (incl. Trading Accounts). Ensure sound link with budget and service planning.	• Effective budgetary control and reporting arrangements in place (revenue, capital and trading accounts)	**29.3**	Head of Finance
	• Financial out-turn of Council performance against budgets (Financial periods and year end).		
	• Timely reporting of financial information, meeting Committee Reporting cycles during 2010/11		
	• Trading Accounts budgeted surplus realised March 2011		
Develop Financial Strategy in relation to economic conditions and financial settlements.	• Reconstruct the Council's Financial Strategy in response to the short/medium term economic circumstances, including the development of a revised efficiency plan.	**29.5**	Head of Finance

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	• Critical Business Systems will be available to Council Resources for 98 % of core business time.		Head of IT
	• 98% of Help desk calls will be achieved within SLA targets.		
	• 98% of IT Hardware installations will be achieved within SLA targets		
	• 98% of IT Software installations will be resolved within SLA targets		
	• Overall user satisfaction on IT Training to exceed 95% at any given time		
Deliver the effective operation of the ICT function with overall responsibility for the corporate ICT budget including income	• Deliver the ICT Function within Revenue budget		Head of IT
	• Deliver Capital Programme projects on time and within budget		
	• Deliver diagnostic savings at 8% of revenue budget per annum		
	• Ensure sound governance of the ICT Fund		
Manage and deliver ICT programmes and major ICT project ensuring that significant programmes achieve their objectives.	• EDUCATION – Schools Modernisation and RM Contract Extension		Head of IT
	• SOCIAL WORK – SWIS Plus developments and IMPROVE		
	• FINANCE and IT – iProcurement and People Connect		
	• ENTERPRISE – EDRMs, ePlanning and Corporate Address Gazetteer		
	• HOUSING and TECHNICAL – EDRMs and Debtors Review		
	• MODERNISING GOVERNMENT – Customer Contact Strategy, CRM, Content Management, WEB Intranet, Citizen Authentication and National Entitlement Cards		
	• CORPORATE – UK Parliamentary Election 2010, Legal Case Management Review and Elected Members Support		
	• COMMUNITY – Transfer Cultural Services to Trust Status, ICT aspects of Capital Build projects and MRM Upgrade		

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**
Facilitate ICT Strategy in line with Modernising and Efficient Government agendas.	• Approvals by CMT and Committee		Head of IT
	• No more than 5% of ICT projects RED at any time in service plan.		
	• Maximise use of corporate systems and other ICT Assets		
	• Agree Prioritisation via ICT Programme Board		
Develop ICT Security Policies to gain compliance with ISO 27001 Standard	• Update Security Policies to ISO 27001		Head of IT
	• Target no loss of service due to virus or malware activity		
	• Further development of Service Continuity for Business Critical Systems		
	• Update and brief Employee Codes of Conduct in respect of Information Security		
Effective Participation Efficient Government Agenda in respect of Shred Services, Support Diagnostics, Customer Services and Access, Strategy Development, Best Value 2, Customer First and Data Sharing Partnerships	• Increase CAIRD Income in line with Strategy Review, targeting 2 new customers.		Head of IT
	• Develop Payroll and HR customers, targeting 2 new customers within the year.		
	• Maintain Council WEB Site in upper quartile and retain transactional status		
	• Deliver ICT Diagnostic over 3 years at 8% savings per annum		
To take direct operational responsibility for the effective operation of the ICT function with overall responsibility for the corporate ICT budget including income	• Measured and reported via the Service Planning Framework at Council and Resource levels.		Head of IT
	• 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.	**30.1**	
	• Increase the value of transactions		

Corporate Improvement Theme – Efficient and Effective use of resources

Resource objective: Prepare and Deliver a Procurement Strategy that drives £9 million savings between 2010/11 and 2012/13.

Action	Measures and timescales	Connect Ref	Responsibility
Develop the Procurement Service during 2010-11 to meet the needs of the organisation and continue the process of delivering Advanced Procurement	• Develop Procurement Strategy and support functions to Council Resources. • Delivery of £3m efficiency savings by March 2011. • Achieve conformance (25% - 49%) with Procurement Capability Assessment by March 2011.		Head of Procurement
Manage the operational priorities for the Procurement Service. Ensure compliance with the Councils policies and procedures	• Meet requirements of the Procurement Service Revenue Budget • Achieve Absence Rates of less than 2.5% • Monitor and deliver Service Plan Objectives.		Head of Procurement
Develop the Procurement Service during 2010-11 to meet the needs of the organisation and continue the process of delivering Advanced Procurement	• Delivery of CIPs accreditation courses. • Support and Development of Staff, including Professional Development Review		Head of Procurement
Support the Services Customers in delivering their Service Plan objectives which relate to Procurement	• Deliver Joint Procurement Activities . • Support procurement processes that meet the needs of the Customer		Head of Procurement

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	• Completion of reviews as per timetable	23.2	All Executive Directors (FIT Lead)
	• Improvement Plans approved by Council Committee	23.3	
	• Manage Audit Process (including Improvement Plan) within Audit Scotland timescales.	23.1	

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
continuous improvement and effective and efficient service delivery	• Sustain positive SPI trend result for the Council	**23.4**	
	• Ensure Local PIs across all Resources meet requirements of BV2	**23.5**	
Prepare for, and implement suitable monitoring arrangements in advance of BV2.	• Monitor and address Gaps between BV2 Audit toolkits and current service provision in respect of Financial Management, Efficiency Agenda, Procurement, Risk and Audit and ICT.		Heads of Service
	• Roll out Empower framework to identify any improvements as part of Best Value 2. In 2010 – 2011 conclude exercise for the Resource Support Services, IT Business Systems and Technology Services.		IT Strategy Manager
	• Review and implement Council activity relating to requirements of Best Value 2		Head of Improvement

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 2010/11)	**24.1**	Head of Finance
	• Fully implement the procurement strategy and guidelines across the council	**24.2**	Head of Procurement
	• Completion of the diagnostic projects as per agreed timetable	**24.6**	
	• Options appraisal conducted on alternative models of service delivery, resulting in efficiencies being realised	**24.3**	
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 Procurement
	• Meet Milestones within Plan		Head of Finance Head of IT
Deliver Actions on Asset Management Plan	• Meet Milestones within Plan		Head of Finance
Fully implement the procurement strategy and guidelines across the Council	• Implement revised organisational capacity including: o A centralised 'commodity focused' procurement service within Finance Services. o iProcurement in the remaining Resources across the Council during 2010/11.		Executive Director Head of Finance Head of Procurement
Continued Development of IT Shared Services	• 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.	**24.4**	Head of IT
	• Encourage and influence current shared service users of payroll to expand their use of facilities by uptake of Human Resource Management Systems.	**24.5**	
	• Advance work with Lanarkshire Health Board and North Lanarkshire Council		

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**
	• Host the Citizen's Account and Gazetteer Infrastructure for the Scottish Government		
	• 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	• Increase annually the % and value of contracts with SMEs	**8.1**	Head of Procurement
	• 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	**8.2**	
	• In printing and writing paper applications products should contain at least 50% recycled content	**8.3**	
	• In tissue paper applications products should contain 100% recycled content	**8.4**	

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	• Delivery of Risk Control Actions by due Date	**15.5**	All Executive Directors
	• Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas.	**15.7**	
	• Actions from approved risk management work plan to be delivered by agreed dates.	**15.2**	Risk and Audit Manager
	• Half yearly reporting to Risk and Audit Manager by nominated lead officers on progress made on Council's top 20 risks	**15.4**	
	• Review the operating arrangements of the Risk Management and Audit Forum in line with good practice.		

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**
Deliver 20010 - 2011 Audit Plan	• Completion of audit work to draft stage by year end, i.e. 30 April	**15.3**	Risk and Audit Manager All Executive Directors through quarterly performance reports
	• Audit actions to be delivered by due dates	**15.6**	
Fraud Management	• Deliver National Fraud Initiative actions by April 2011		Risk and Audit Manager
	• Compliance with Red Book guidance during 2010 - 2011		
Information Governance	• Facilitate deliverables of Information Governance Group in respect of Finance and IT Resources. • Ensure that accurate Vital Records templates are in place for the Resource's business critical systems. • Promote Information Governance standards throughout the Resource via Management Briefings and corporate training tools.		IT Strategy Manager

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	• Number of impact assessments carried out against those timetabled	9.1	IT Support Services Manager
	• Number of Reports on Impact Assessments published on Website	9.2	
	• Progress in relation to Equality Impact Assessment actions is monitored and reported to Equal Opportunities Forum	9.3	
Develop and introduce Council wide equality performance measures and publish results	• Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories.	10.3	IT Support Services Manager
	• Data on equality related performance is collated and published annually		
Ensure that our legal duties with regard to promoting equality of opportunity are built in to all of our partnership activities	• Evidence that partnership plans, strategies and initiatives have been assessed impact in relation to equalities		IT Support Services Manager
	• Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest		
	• Evidence that equalities are included in performance monitoring and measurement activities for partnerships		
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	• 100% of staff to have current PDR for 2010/11	**26.9**	Head of Finance Services Head of IT Services Head of Procurement
	• 100% of staff recruited through competency based interview by 2011		
	• Average no of off job training days per member of staff		
	• Labour turnover rate to be less than 5% cumulative for 2010 - 2011	26.8	
	• Prepare and deliver IIP Submission for Finance and IT Resources by end September 2010		
	• Staff absence rate to be less than 2.5%. (Corporate SPI is 5%) each month and cumulatively	**26.7**	
	• Training Activities (Actual –v- Plan)		
Manage land and property assets efficiently	• Proportion of accommodation that is in satisfactory condition (SPI)	**28.4**	IT Support Services Manager
	• Proportion of operational accommodation that is suitable for current use.	**28.5**	

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
	• % 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)	**28.6**	

Corporate Improvement Theme – Vision and Strategic Direction

Section six – Capital and Revenue Resources 2010 - 2011

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 2010 - 2011.

Revenue Budget 2010 - 2011

The Resource has a Net Revenue Budget of £13.835million for 2010/11. It can be seen from Table 1 below that the most significant element of expenditure (67%) reflects salary related costs for its 295 (WTE) employees.

Table 1: Budget 2009/10 and 2010/11		
Detail	2009/10 £million	2010/11 £million
Employee costs	10.697	12.201
Property costs	0.428	0.518
Supplies and services	1.913	2.023
Transport and plant	0	0
Administration costs	1.529	1.617
Payments to other bodies	0.789	0.820
Payments to contractors	0.203	0.203
Financing charges	0.629	0.639
Gross expenditure	**16.188**	**18.021**
Sales	0.256	0.431
Rent, fees and charges	1.494	1.516
Other income	2.010	2.239
Net expenditure	**12.428**	**13.835**

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

Table 2: Budget 2010/11 by section		
Section	Budget 2010/11 £million	%
Directorate (including Trainees)	1.416	10
Accounting and Budgeting	0.580	4
Corporate Finance	1.700	12
Audit and Risk	0.510	4
Financial Performance	0.256	2
Strategic Procurement	1.702	12
Infrastructure	3.231	23
Business Systems	3.710	28
Support Services	0.440	3
Strategy, Security and Standards	0.290	2
Total	**13.835**	**100**

In addition a budget of £125,000 is in place for the E-procurement section.

Capital Programme 2010 - 2011

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

Table 3: Capital Programme 2010/11	
Project	£million
FMS Systems Development	0.051
Archiving	
Efficiency and Reform Funding	0.222
Network Development Upgrade	
Customer Relations Management in CSC	0.400
Corporate Land and Property Programme	
Caird Centre Server Farm Upgrade	
Almada Street Server Farm Upgrade	
Total	**0.673**

Risk Management

In line with the requirements of the Council's Risk Management Strategy, Finance and IT Resources maintain a risk register and risk control plan which is kept under regular review by our risk management group. Periodic reports are presented to our senior management team and during 2010/11 this will be extended to Committee.

All of the Connect actions for which Finance and IT are responsible have been risk assessed and mitigating actions have been included in this plan or the Resource risk control plan. In addition Finance and IT lead on the management of some of the Council's top risks particularly coping with the impact of demographic changes on budgets and service delivery arrangements, reduced funding and supplier instability as well as IT failures and managing the risk of fraud.

The most significant risks associated with delivery of this plan are the reduction in government and other sources of funding and increasing difficulties in achieving the required level of efficiencies. Procurement risks, loss of key financial systems and lack of responses to shared service offers also feature in the register. The impact of these risks on service delivery is being pro-actively managed, for example by preparation of a longer term financial strategy, employee consultations, service reviews and diagnostics, establishment of a centralised procurement function with specific targets, business continuity testing and project plans for extending shared service provision.

The Risk and Audit Scrutiny Forum oversees the Council's general risk management arrangements and it is a Finance and IT responsibility to keep the Forum informed of major risks and controls.

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.