Finance and Corporate Resources

improve

Resource Plan
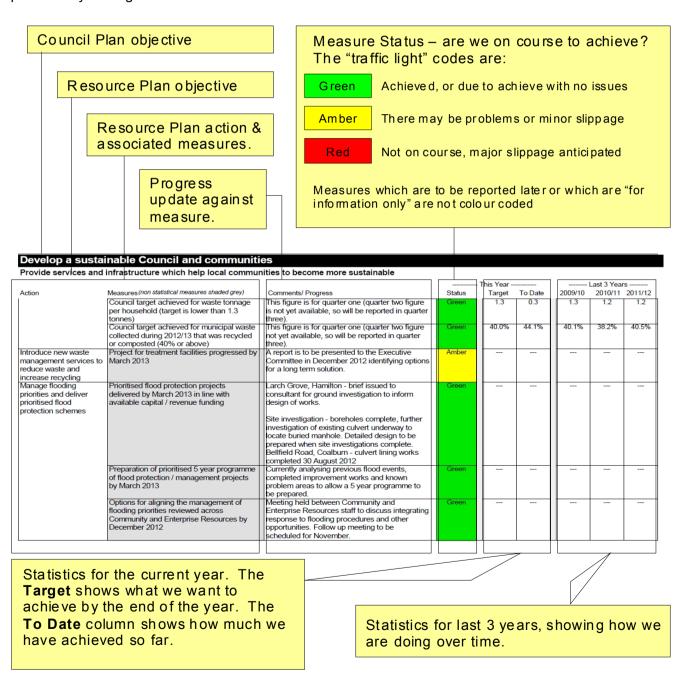### Performance Report 2017-18
Quarter 2 : April 2017 - September 2017

(This represents the cumulative position to September 2017)

How to use this performance report

This performance report is intended to be both informative and easy to use. The guide below is designed to help you get the most out of the report and to answer the most common questions you might have.

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

Measure Status – are we on course to achieve? The "traffic light" codes are:

Green	Achieved, or due to achieve with no issues
Amber	There may be problems or minor slippage
Red	Not on course, major slippage anticipated

Measures which are to be reported later or which are "for information only" are not colour coded

Develop a sustainable Council and communities
Provide services and infrastructure which help local communities to become more sustainable

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	To Date	2009/10	2010/11	2011/12
	Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes)	This figure is for quarter one (quarter two figure is not yet available, so will be reported in quarter three).	Green	1.3	0.3	1.3	1.2	1.2
	Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above)	This figure is for quarter one (quarter two figure not yet available, so will be reported in quarter three).	Green	40.0%	44.1%	40.1%	38.2%	40.5%
Introduce new waste management services to reduce waste and increase recycling	Project for treatment facilities progressed by March 2013	A report is to be presented to the Executive Committee in December 2012 identifying options for a long term solution.	Amber	---	---	---	---	---
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding	Larch Grove, Hamilton - brief issued to consultant for ground investigation to inform design of works. Site investigation - boreholes complete, further investigation of existing culvert underway to locate buried manhole. Detailed design to be prepared when site investigations complete. Bellfield Road, Coalburn - culvert lining works completed 30 August 2012	Green	---	---	---	---	---
	Preparation of prioritised 5 year programme of flood protection / management projects by March 2013	Currently analysing previous flood events, completed improvement works and known problem areas to allow a 5 year programme to be prepared.	Green	---	---	---	---	---
	Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012	Meeting held between Community and Enterprise Resources staff to discuss integrating response to flooding procedures and other opportunities. Follow up meeting to be scheduled for November.	Green	---	---	---	---	---

Statistics for the current year. The Target shows what we want to achieve by the end of the year. The To Date column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.

Summary - number of measures green, amber and red under each Council Plan objective/theme

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
Improve services for older people					
Protect vulnerable children, young people and adults					
Deliver better health and social care outcomes for all					
Improve the quality, access and availability of housing					
Improve the road network, infuence improvements in public transport and encourage active travel					
Collaborate with partners and communities to promote high quality, thriving and sustainable communities	**12**				**12**
Support the local economy by providing the right conditions for inclusive growth					
Tackle disadvantage and deprivation, and support aspiration					
Improve achievement, raise educational attainment and support lifelong learning					
Ensure schools and other places of learning are inspirational					
Encourage participation in physical and cultural activities					
Delivering the plan and achieving best value	**128**	**2**	**1**	**22**	**153**
Total	**140**	**2**	**1**	**22**	**165**

Collaborate with partners and communities to promote high quality, thriving and sustainable communities

Lead Community Planning

Action	Measures*(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			------- Last 3 Years -------		
				Target	To Date		2014/15	2015/16	2016/17
Implement the provisions of the Community Empowerment Act	Progress work in relation to the council's response to the Community Empowerment (Scotland) Act 2015	The council is fully compliant with those aspects of the Community Empowerment Act which have been enacted.	Green	---	---		---	---	---

Facilitate communication and consultation on the council, its policies and its services

Action	Measures*(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			------- Last 3 Years -------		
				Target	To Date		2014/15	2015/16	2016/17
Use new technology to ensure that consultation and community engagement are carried out to a consistent standard	Record and report upon outcomes of consultation across the council on the consultation database	The main focus of consultation is currently development of the Carers Strategy which is available online; via mobile devices in community venues and paper copies have also been issued. There has also been online consultation relating to Day Care CSE and also a procurement survey.	Green	---	---		---	---	---
Promote awareness of the council, its policies, role and services	Ensure effective communications using all digital and print formats/channels	Work continues with press releases and social media plus regular publications. Transition continues from print to digital where applicable.	Green	---	---		---	---	---

Collaborate with partners and communities to promote high quality, thriving and sustainable communities

Improve customer experience of council services

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	This Year To Date	2014/15	2015/16	2016/17
Ensure that the council's website facilitates effective communications between customers and the council	The council's website will be available to the public 98% of any given working day	Year to date, the council's website has been available to the public 98.9%.	Green	98.0%	99.0%	98.0%	98.0%	99.8%
	As more residents access the website through mobiles and tablets, review structure and edit content to meet users' needs and priorities, including regular user experience testing, surveys and focus groups with employees and members of the public	Progress continues as part of the daily business of the Communications and Strategy Team in line with the aspirations of Resources in this area of work. Online form work completed in this quarter is 'Content for changing your council tenancy' and 'Ordering new recycling bins/food liners'. These have been reviewed and updated and continued content reviews and user testing sessions carried out on myaccount.	Green	---	---	---	---	---
Support Continuous Improvement programmes to improve customer service delivery and ensure best use of resources	Assess existing and new customer insight/profiling methods which can be used to support service review and delivery	A review of engagement and consultation activity is on-going.	Green	---	---	---	---	---
	Deliver and support service delivery improvement projects through, for example Lean	Work continues in relation to the unpaid work service and roads payments.	Green	---	---	---	---	---
	Customer consultation further tailored to ensure meets customer needs	Consultation strategy and customer questionnaires reviewed on an ongoing basis.	Green	---	---	---	---	---
Help community organisations and partners communicate effectively and reduce costs	Improve access to the council's print services and communications services for other public sector and community organisations	New Site is working well and has been used in external tenders for other local authorities to promote shared services. Meeting with two additional Scottish councils have taken place this quarter to develop further shared services.	Green	---	---	---	---	---

Collaborate with partners and communities to promote high quality, thriving and sustainable communities

Other actions in support of the objective

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Support the council's Sustainable Development Strategy	Promote sustainable travel by employees through the efficient use of fleet vehicles, greater use of public transport, car sharing, walking and cycling	Cycle to Work Scheme ran from May to July 2017 with 95 employees participating in the scheme.	Green	---	---	---	---	---
Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014-15)	Monthly reports sent to resources to enable monitoring of mileage on a monthly basis,	Green	---	---	---	---	---
Implement the Climate Change Duties Compliance Improvement Action Plan	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within the agreed timescales	Increasing staff awareness of Climate Change Duties Compliance through briefings.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Provide sound financial stewardship for the council

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Deliver a core Finance function that meets the requirements of the council and external stakeholders	Provide a core accountancy function to provide financial advice and support as required	The provision of the core accountancy function, of financial advice and support, is ongoing throughout the year and is not dependent on any milestones.	Green	---	---	---	---	---
	Employees will be paid correctly and on time	This is reported annually. The figure provided is the final reported position for 2016-17.	Green	100.0%	100.0%	99.9%	99.9%	99.9%
	The cost per dwelling of collecting Council Tax - Target £10.00	Reported in quarter 4.	Report Later	£10.00	------	£11.35	£0.00	£6.26
	Percentage of income due from Council Tax received by the end of the year - Target 97.125%	Reported in quarter 4.	Report Later	97.1%	------	95.8%	0.0%	97.1%
	Other Council Tax targets: - in year (incl water) 95.3%	Council Tax collection is currently 58.6%, equal to target and ahead of comparable performance in 2016-17 by 0.02%.	Green	95.3%	58.6%	0.0%	0.0%	95.5%

Delivering the plan and achieving best value

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| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
	Other Council Tax targets: - in year (excl water) 95.8%	Council Tax collection at September 2017 when Scottish Water debts are removed is 58.77%.	Green	95.8%	58.8%	95.8%	0.0%	96.0%
	Other Council Tax targets - arrears collection target £3.25m	Collection of Council Tax arrears to date totals £2.344m, ahead of target by £0.160m (4.9%).	Green	£3.250m	£2.344m	£0.000m	£0.000m	£3.483m
	Non Domestic rates - achieve income target of 97.8%	Non Domestic Rates collection is currently 51.6%, below target by 0.4% and behind comparable performance in 2016-17 by 0.5% due to cash flow variances.	Green	97.8%	51.6%	97.8%	97.7%	97.9%
	Sundry debt - target 98.0%	A collection rate of 97.8% has been achieved, 0.2% below target.	Green	98.0%	97.8%	98.2%	0.0%	98.0%
	Factoring - target 80.0%	Ahead of comparable performance in 2016-17 by 6.5%.	Green	80.0%	62.7%	73.1%	66.9%	79.3%
	Benefits Administration - average processing times for new claims - target 21 days	Processing times for new claims is currently 24 days, 3 days over target but annual target of 21 days expected to be achieved.	Green	21 days	24 days	22 days	21 days	22 days
	Benefits Administration - change of circumstances - target 9 days	Processing times for change of circumstance is currently 7 days, 2 days under target.	Green	9 days	7 days	0 days	0 days	6 days
	Benefits Administration - accuracy of processing - target 91.25%	Accuracy performance is currently 91%, behind target by 0.2%.	Green	91.2%	91.0%	0.0%	0.0%	90.6%
	Benefits Administration - Gross admin cost per Housing Benefit/Council Tax Reduction case - target £26	Reported in quarter 4.	Report Later	£26.00	------	£27.93	£26.15	£20.62
	Creditors are paid correctly and on time in accordance with standing orders and contractual terms: Percentage of invoices sampled that were paid within 30 days - target 85%	95% of invoices received were paid within 30 days. This is primarily due to improved efficiencies and work practices within the team.	Green	85.0%	95.0%	94.0%	95.8%	94.5%
	All responsibilities in relation to VAT, PAYE and other excises are declared and paid within agreed timetable	All responsibilities in relation to VAT, PAYE deadlines have been met, this ensures the council is not penalised for late returns.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Provide sound financial stewardship for the council

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year Target	This Year To Date	2014/15	2015/16	2016/17
	Deliver Treasury Management function as regulated by statute and Codes of Practice to provide Committee with quarterly updates on treasury activity. This includes the Annual Activity report to be completed by September	Annual Activity Report for 2016-17 presented to committee in September 2017. Quarter 1 2017-18 Report presented to committee in September 2017. Quarter 2 2017-18 Report will be presented to committee in November 2017.	Green	---	---	---	---	---
	Support Services as a percentage of total gross expenditure	The latest Local Government Benchmarking Framework results for 2016-17 are due to be published early 2018.	Report Later	------	------	4.1%	5.2%	------
	Participate in financial monitoring and stewardship of new Integrated Health and Social Care Joint Board	Joint working with Chief Financial Officer of South Lanarkshire Health and Social Care Partnership is ongoing.	Green	---	---	---	---	---
	Participate in financial monitoring and stewardship of Glasgow City Region City Deal Project	The financial monitoring of he Glasgow City Region City Deal is ongoing throughout the year and is not dependent on any milestones.	Green	---	---	---	---	---
Effectively implement changes to Teachers pay and leave conditions	Implement the required changes to the payroll system by December	Project suspended by COSLA until August 2018 at the latest.	Report Later	---	---	---	---	---
Control Capital and Revenue budgets, including trading accounts and Housing Revenue Account	Ensure effective management of all Resource budgets and business plans to achieve agreed financial targets	The management of Resource budgets and business plans is ongoing throughout the year and is not dependent on any milestones.	Green					
Prepare Annual Report and Accounts	Accounts for the council and all related/ supported bodies including the Integrated Health and Social Care Joint Board, Valuation Board and related charities completed by 30 June and receipt of clear audit certificate by 30 September	The Accounts for the Council and all related/supported bodies were complete by 30 June 2017. The audit of the Accounts was complete by end September and all bodies received a clean audit certificate.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Provide sound financial stewardship for the council

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Prepare and set Revenue Budget and declare Council Tax by statutory date. Ensure link with budget and service planning	Declare Council Tax and obtain council approval of budget by February	Declaration of Council Tax and the approval of the 2018-19 Budget will be reported at a later date.	Report Later	---	---	---	---	---
Support the delivery of Early Years 1,140 hours national priority implementation August 2020	Contribute to the Early Years 1,140 hours strategic review group in Education and support Education Resources on the financial implications of the new Government's priority	Work is ongoing in the completion of the Early Years 1,140 hours Implementation Strategy, including associated capital and revenue financial implications as well as the Early Years Finance Template due 29 September 2017.	Green	---	---	---	---	---
Ensure council commitment to maintaining teacher numbers and pupil teacher ratio for September 2017 census	Maintain teacher numbers at the annual census in order to meet council commitment and maintain funding streams	Work progressing on the pupil/teacher census for September 2017, with data to be submitted by 17 October 2017. Achievement of the parent/teacher ratio looks positive at this early stage.	Green	---	---	---	---	---
Lead on the financial management implication of Pupil Equity Funding 2017-18	Issue financial guidance to support financial management arrangements and control and governance requirements of Pupil Equity Funding	Financial guidance issued to schools in support of the financial management arrangements around Pupil Equity Funding (PEF). Financial monitoring continues to track spend and commitment in 2017-18 against PEF allocations.	Green	---	---	---	---	---
Provision of financial services support including year end accounts and revenue monitoring to external organisations	Complete successful year end process for external organisations and provision of financial services to partner organisations including monthly, quarterly and year end management and financial statements	The year-end process for external/related organisations was complete by end June. The provision of financial services to these partner organisations is ongoing throughout the year and is not dependent on any milestones.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance (Resource)	The Finance and Corporate Resource Plan 2017-18 is complete. Approval will be sought from Finance and Corporate Resources Committee once the new Council Plan Connect 2017-22 has been presented for approval at Executive Committee. Thereafter it will be published on the council's website.	Green	---	---	---	---	---
	Deliver annual Resource Plan and review suite of measures for coverage and relevance (council-wide)	All Resource Plans for 2017-18 were produced on a consistent basis and in line with the corporate Guidance. Committee approval will be sought once the new Council Plan Connect 2017-22 has been presented for approval at Executive Committee. Thereafter they will be published on the council's website.	Green	---	---	---	---	---
Communicate our vision, values and policies	Continue to promote key strategic plans and strategies	A review of the Council Plan, Connect, has been concluded, with the draft document being presented to the Executive Committee on 8 March 2017.\n\nConsultation has continued over the summer and the plan will be promoted extensively to the public and partners once a final version is approved by the new administration.	Green	---	---	---	---	---
Ensure that high standards of governance are being exercised	Develop and deliver the annual council Governance Statement by due date (council-wide)	The Governance Statement has been submitted for inclusion into the accounts by the statutory deadline of 30 September 2017. Preparations are being made for the 2017-18 Annual Governance Statement.	Green	---	---	---	---	---
	Complete Resource Governance self assessment by due date and develop actions to address non-compliant areas (Resource)	Work on the 2017-18 Governance Self-Assessment/Statement of Assurance will begin during October 2017. The Resource will monitor and report on the governance improvement areas identified as a result of the 2016-17 Self-Assessment.	Report Later	---	---	---	---	---

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
	Deliver annual risk management work plan including review of risk registers	No actions have target completion dates between 1 April and 30 September 2017.	Report Later	------	------	0.0%	0.0%	100.0%
	80% of risk control actions completed by due date (council-wide)	No actions due for completion between 1 April and 30 September 2017.	Report Later	80.0%	------	100.0%	100.0%	100.0%
	80% of risk control actions completed by due date (Resource)	No actions due for completion between 1 April and 30 September 2017.	Report Later	80.0%	------	100.0%	97.0%	100.0%
	Review of the council's top risks to be completed	Review of risks completed. Report to the Corporate Management Team is scheduled for 19 October 2017.	Green	---	---	---	---	---
Support and facilitate open and transparent governance and decision making arrangements	Feedback from 'end of council term' consultation to be considered as part of the arrangements for the new council	Arrangements reviewed in advance of new Council and are now in place.	Green	---	---	---	---	---
	Review committee administration procedural arrangements following the roll-out of tablet devices and work towards implementation of Phase 2 of the project	Committee administration procedural arrangements continue to be reviewed as progress is being made with the implementation of Phase 2 of the project. Working towards transition to the new electronic committee administration system by end of October.	Green	---	---	---	---	---

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Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Promote high standards of Information Governance	Take forward a programme of improvement actions in support of the Information Strategy, Records Management Plan and Internal Audit Plan	The draft refresh of the Information Strategy was submitted to the Information Governance Board on 20 September 2017. The refreshed Strategy will include an updated improvement Action Plan to incorporate actions from the Strategy, the Records Management Plan and Internal Audit Plan. All actions from the previous Action Plan are progressing as per the Plan.	Green	---	---	---	---	---
	Continue to develop South Lanarkshire Council's Records Management Plan following the Keeper's Assessment	A report was submitted to the Corporate Management Team on 21 September 2017 with an update on the Keeper's Assessment Report of the council's Records Management Plan (RMP).

The areas mentioned by the Keeper for improvement will be incorporated into the Information Strategy Action Plan which is currently being considered by the Information Governance Board.

The council will also be required to submit a Progress Update Report (PUR) to the Keeper one year after the RMP's approval date. This will be part of the RMP's development. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
	Continue to strengthen the good information governance culture in the council through the continued programme of communication to promote the themes of the Information Strategy, Information Security and Records Management Plan	An employee communication concerning "Managing the Shared Network" has been prepared and is awaiting approval for circulation. Thereafter, another topic will be developed for communication.	Green	---	---	---	---	---
	Support the continued learning and development of our employees in the area of information governance	Further development of the Learn On Line (LOL) suite of courses has taken place. Two courses have recently been updated – Identifying Information Requests and Handling Information Requests. A new course on the subject of Cyber Information Security is being initiated. An overview of the entire information management module of LOL courses is taking place with colleagues in Learning and Development.	Green	---	---	---	---	---
	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented (Resource)	Actions arising from the checklist process of 2016-17 are being addressed. The Information Governance Board will monitor the preparation for the checklist for 2017-18.	Green	---	---	---	---	---
	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented (council-wide)	As reported in the Q1 update, all Resources are addressing the action points which were identified during the Information Governance Self Assessment audit Checklist process of 2016-17. Preparation work for the Annual Checklist Assessment for 2017-18 will commence towards the end of the calendar year with the final checklist being signed off by the end of the financial year.	Green	---	---	---	---	---
Provide an effective grant claims management service	Grant claims are ready for submission in line with Scottish Government timescales	One grant claim, Youth Employment Incentive, was due for submission this period. This was achieved.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------		------- Last 3 Years -------		
				Target	To Date	2014/15	2015/16	2016/17
	Percentage error rate of claims submitted to be no greater than 2% (European Union materiality threshold)	Cumulative error rate for the 2014-20 Programme is currently 0%	Green	2.00%	0.00%	0.00%	0.04%	0.00%
Provide assurance that Internal Audit delivers an independent and objective opinion to the council	Evidence compliance with Public Service Internal Audit Standards (PSIAS) through completion of an external assessment of audit practices against this Standard	External review commenced Q3, 2016-17. Completion of the review slipped due to unplanned work. Planned completion date now anticipated to be Q3 2017-18.	Green	---	---	---	---	---
Deliver an effective internal audit service	Completion of Audit Plan and issue of draft reports by 30 April	Audit Plan assignments progressing with 75% of the plan in progress and 10% issued as draft.	Green	100.0%	10.0%	0.0%	0.0%	------
	Audit and Compliance Manager to meet Resources on a six monthly basis	Meetings are planned to take place with Resources during Q3 of 2017-18 as part of the 2018-19 audit planning process.	Green	---	---	---	---	---
	Prepare a Statement of Assurance by 30 May	2016-17 Assurance Statement was prepared by 30 May 2017. Statement has been presented to the Corporate Management Team (29 June 2017), Risk and Audit Scrutiny Forum (20 September 2017) and Executive Committee (27 September 2017).	Green	---	---	---	---	---
	90% of audit actions completed by due date (council-wide)	29 actions due, 29 complete (100%); 28 complete on time (97%). [100% of internal audit actions delivered, 97% of which were delivered on time as at the end of September 2017]. 0 external audit actions due.	Green	90.0%	97.0%	89.0%	91.0%	92.0%
	90% of audit actions completed by due date (Resource)	6 actions due - 6 closed. 6 internal audit actions due - 6 closed on time. 0 external audit actions due.	Green	90.0%	100.0%	90.0%	93.0%	100.0%

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	To Date	2014/15	2015/16	2016/17
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA (Note: results should be considered in the context of the number of requests received)	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (Resource)	In Q1 2017-18, Finance and Corporate Resources received 80 requests for information and responded to 77 within the statutory timescales.	Green	90.0%	96.2%	0.0%	87.2%	94.8%
	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide)	In Q1 2017-18, the council received 310 requests for information and responded to 301 within the statutory timescale.	Green	90.0%	97.1%	0.0%	92.1%	96.8%
	90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (Resource)	In Q1 2017-18, Finance and Corporate Resources did not receive any requests for information under the EI(S)Rs.	Contextual	------	------	0.0%	100.0%	98.7%
	90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (council-wide)	In Q1 2017-18, the Council received 83 requests for information under the EI(S)Rs and responded to 80 of them within the statutory timescales.	Green	90.0%	96.4%	0.0%	95.3%	------
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days (Resource)	In Q1 2017-18, Finance and Corporate Resources received 2 subject access requests and responded to 1 within the statutory timescales.	Red	90.0%	50.0%	0.0%	77.8%	100.0%
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days (council-wide)	In Q1 2017-18, the council received 29 subject access requests and responded to 24 within the statutory timescales.	Amber	90.0%	82.8%	0.0%	83.3%	96.7%

Delivering the plan and achieving best value

Deliver and communicate the Council Plan and ensure high standards of governance

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | ----------- This Year ----------- | | | ------- Last 3 Years ------- | | |
			Status	Target	To Date	2014/15	2015/16	2016/17
	Assist the council in relation to preparations for the implementation of the General Data Protection Regulation on 25 May 2018. Including the provision of legal advice and supporting guidance on behalf of the Information Governance Board (IGB). Provide general support to the IGB in its administration. Monitor progress and provide quarterly updates to the Corporate Management Team	Work ongoing. Quarterly update report to Corporate Management Team in November 2017.	Green	---	---	---	---	---

Support local democracy, council committees, elected members and senior managers

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | ----------- This Year ----------- | | | ------- Last 3 Years ------- | | |
			Status	Target	To Date	2014/15	2015/16	2016/17
Provide support to elected members	Deliver an ongoing learning and development programme for elected members throughout the year	Initial induction training has been completed for elected members as well as access to Learn on Line and the Improvement Service masterclasses. Arrangements currently being undertaken for further awareness sessions.	Green	---	---	---	---	---
	Provide ongoing IT support to elected members, particularly in relation to the roll out of the tablet devices	There were 82 faults logged and dealt with on behalf of Elected Members from 25 July to 2 October 2017. These faults included issues with Dell Venue 11 Pro Tablets, no WI-FI connection, emails not being received via Smartphone and requests for roaming facility on Smartphone if Elected Members are going abroad.	Green	---	---	---	---	---
Administer the council's Committees, Forums and Joint Boards effectively	100% agendas issued to meet statutory requirement of 3 clear days	Continue to meet this statutory timescale relating to the final agendas.	Green	100.0%	100.0%	100.0%	100.0%	100.0%
	Continue co-ordination of the decision-making timetable for the period of the council	Timetable for five years has been developed. Ongoing work to meet the timetable continues in line with committee cycles.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Support local democracy, council committees, elected members and senior managers

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
	Provide support to the four Divisional Licensing Boards	Ongoing advice and training given to Board members.	Green	---	---	---	---	---
Provide support to Chief Executive in relation to correspondence, enquiries, consultations and complaints	Achieve 85% of substantive responses within 10 days of receipt	Continue to meet this corporate standard in over 90% of occasions in terms of support with Chief Executive's correspondence.	Green	85.0%	94.0%	89.0%	90.3%	93.8%
Support the democratic functions of the council	Manage election and referendum processes as required and in accordance with the requirements of the Electoral Commission	Successful delivery of the Scottish Local Government Elections and UK Parliamentary General Elections in May and June 2017 respectively	Green	---	---	---	---	---
	Encourage local democracy through support for Community Councils	Ongoing work continues to provide support and advice to Community Councils.

Including initial arrangements for an annual event. | Green | --- | --- | --- | --- | --- |
| | Continue development of the Election Management System | Actively progressing this with IT colleagues to maximise use in future years. | Green | --- | --- | --- | --- | --- |
| | Cost of Democratic Core per 1,000 population | The latest results (2016-17) will not be available until early 2018, at which time they will be analysed and reported. | Report Later | ------ | ------ | £25,865.7 | £24,640.3 | ------ |

Deliver professional legal services

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Ensure that Licensing and Registration Services are provided professionally and promptly	Civic Government licensing processing target - 85% within service targets	Target achieved.	Green	85.0%	95.0%	0.0%	90.0%	99.0%
	Statutory Civic Government (Scotland) Act 1982 statutory timescales - 100% within service targets	Statutory target fully met.	Green	100.0%	100.0%	0.0%	100.0%	100.0%
	Liquor licensing processing target - 85% within service targets	Target achieved.	Green	85.0%	87.0%	0.0%	85.0%	89.0%
	Registration processing target - 90% within service targets	Target achieved.	Green	90.0%	99.0%	0.0%	91.0%	99.0%

Delivering the plan and achieving best value

Deliver professional legal services

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------		------- Last 3 Years -------		
				Target	To Date	2014/15	2015/16	2016/17
	Nationality and Settlement Checking Service processing target - 90% within service targets	Target achieved.	Green	90.0%	100.0%	0.0%	88.0%	100.0%
	Citizenship processing target - 90% within service targets	Target achieved.	Green	90.0%	100.0%	0.0%	98.0%	99.0%
	Complaints processing target - 85% within service targets	Target achieved.	Green	85.0%	100.0%	0.0%	90.0%	98.0%
Ensure that professional legal advice is provided in respect of the council's daily business	Legal Services will provide professional and appropriate advice	Legal Services continues to provide advice to all departments of the Council in respect of the Council's daily business, changing legislation and any complex or sensitive situations or challenges.	Green	---	---	---	---	---
	The Licensing and Registration Section will provide professional and appropriate advice	Ongoing training and advice given to members.	Green	---	---	---	---	---
	Legal Services will meet the target of 7,750 chargeable hours per quarter in respect of legal services provided, including: contract law, procurement, conveyancing, tribunal hearings, court actions and legal advice	Although slightly below target at the end of the second quarter of 2017-18 Legal Services are on track to meet the annual target for chargeable hours.	Green	31,000 hours	15,112 hours	0 hours	0 hours	32,986 hours
	Legal Services will report quarterly on the number of cases opened and closed in the year to date	In the second quarter of 2017-18 Legal Services have concluded and closed 932 cases and received instructions on and opened 491 new cases. The figures for the year to date are 953 opened and 1,479 closed.	Green	------	------	0.0	0.0	------

Promote equality and the well being of staff

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------		------- Last 3 Years -------		
				Target	To Date	2014/15	2015/16	2016/17
Ensure that the council meets its obligations under Health and Safety legislation	Ensure that Resource Health and Safety documented management arrangements reflect the requirements of the Occupational Health and Safety Management System	Documents are monitored to ensure they remain valid - updates will take place as and when required.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Promote equality and the well being of staff

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year		Last 3 Years		
				Target	To Date	2014/15	2015/16	2016/17
	Completion of the Resource Action Plan to improve safety performance	A new resource safety group has been created and a new action plan created. This has been adopted and will be actively monitored from the next groups meeting onward	Report Later	---	---	---	---	---
	% of audit actions completed	no audits undertaken for FCR in this time period. New mechanisms to collate this information also being introduced making reporting more meaningful and useful - expected Q3	Report Later	------	------	0.0%	100.0%	------
	Number of accidents per 1,000 employees (council-wide)	Based on the first 2 quarters of the year - the Accident Incidence Rate (AIR) is 28.5 Q1 was 16.97 (slight revision) Q2 was 11.56 (drop in figures because of school holidays)	Green	------	28.5	59.0	44.9	46.1
	Consideration of the findings of the Glasgow Bin Lorry Fatal Accident Inquiry and implementation of improvement actions where deemed appropriate	A management bulletin and new merged medical form are now being prepared.	Report Later	---	---	---	---	---
Ensure the council effectively promotes and provides access to well being supports	Seek opportunities to promote and effectively communicate wellbeing information and activities to our employees	Promotional activities continue to take place as per the Healthy Working Lives Plan. Employee Support Team attended Community and Enterprise Resources Facilities Overview.	Green	---	---	---	---	---
Raise awareness of equality obligations throughout the council	Use equalities monitoring information to identify areas where employee diversity could be targeted to reflect community make-up	The annual equalities report was recently taken to the Equalities forum; and the mainstreaming equalities progress report and refreshed outcomes for 2017-2021 are published on the Council website.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Promote equality and the well being of staff

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | This Year | | Last 3 Years | | |
				Target	To Date	2014/15	2015/16	2016/17
	Equalities training will be provided to employees and elected members via a combination of elearning and one to one training	Training will be provided to elected members as required and to ensure they can fulfil their roles. EqIA refresher courses have been delivered to support staff completing savings impact assessments. Diversity Awareness training has been delivered to modern apprentices and Disability Awareness continues to be delivered to taxi drivers.	Green	---	---	---	---	---
Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Use equality data and equality impact assessments to ensure services are meeting the needs of all parts of the community. Where appropriate implement a programme of communication and events to raise awareness of the council's obligations and progress under PSED and publish on the intranet and website	The programme of awareness raising is continuing. During the period this has included the delivery of disability awareness training for taxi drivers and diversity awareness for modern apprentices. Refresher training has been delivered for EqIA assessors to ensure their knowledge is relevant and current. Equality impact assessment is continuing across Resources.	Green	---	---	---	---	---
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes (Resource)	Finance & Corporate Annual Report will be submitted at the Equal Opportunities Forum being held on 9 May 2018.	Report Later	---	---	---	---	---
	Provide annual report to Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes (council-wide)	Council wide Equalities Mainstreaming & Progress Report submitted to Executive Committee 28 June 2017.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Promote equality and the well being of staff

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	To Date	2014/15	2015/16	2016/17
	Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures (Resource)	No assessments approved in period; five assessments have been completed in relation to savings proposals and are submitted for approval. YTD – Five impact assessments have been approved	Green	------	5.0	7.0	6.0	1.0
	Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures (council-wide)	Nil assessments approved in the period. 50 impact assessments have been started in the period of these none have been approved, 48 are submitted for approval, these are all in relation to savings proposals. YTD – 19 assessments approved The main focus of activity related to equality impact assessing the savings proposals.	Green	------	19.0	52.0	102.0	19.0
	The % of the highest paid 5% employees who are women	The latest Local Government Benchmarking Framework results for 2016-17 are due to be published early 2018.	Report Later	------	------	48.0%	47.9%	------
	The gender pay gap between average hourly rate of pay for male and female council employees	The latest Local Government Benchmarking Framework results for 2016-17 are due to be published early 2018.	Report Later	------	------	0.0%	6.8%	------
Ensure equality in pay, linked to protected characteristics in line with duties	Monitor, review and revise the equal pay action on an ongoing basis	Equal Pay action plan completed for full council, personnel working through any actions for checking - no issues of concern noted, will continue to monitor and review	Green	---	---	---	---	---

Delivering the plan and achieving best value

Develop and implement an effective Financial Strategies

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements	Complete the update of 2018-19 financial strategy by summer 2017	The update of the 2018-19 Financial Strategy was presented to Executive Committee on 26 June 2017.	Green	---	---	---	---	---
	Ensure ongoing effective communication and consultation on financial issues with elected members and Executive Directors	Financial Strategy agreed by the Executive Committee in June 2017.\n\nA further report will be presented at the Members Seminar in November 2017.	Green	---	---	---	---	---
	Manage the implementation of Welfare Reform throughout the council, including leading the council's Welfare Reform Monitoring Group	Preparations on track for go live in October 2017.	Green	---	---	---	---	---
Develop a Treasury Management Strategy to minimise risk and support the overall Financial Strategy for the council	Prepare the Annual Treasury Management and Investment Strategies and Prudential indicators by February and report on achievement by September	Annual Activity Report for 2016-17 presented to committee in September 2017.\n\nQuarter 1 2017-18 Report presented to committee in September 2017.\n\nQuarter 2 2017-18 Report will be presented to committee in November 2018.	Green	---	---	---	---	---
Deliver effective operation of service functions within budget	Ensure revenue and capital expenditure is within budget	As at 18 August 2017, the Revenue Budget shows an overspend of £0.706 million (0.35%) against the phased budget. The overspend relates to Social Work Resources who are experiencing budget pressures arising from an increased demand for social care services. Social Work Resources are working to minimise the level of overspend being incurred.	Amber	---	---	---	---	---

Delivering the plan and achieving best value

Develop and implement an effective Financial Strategies

| | | | | ---------- This Year ---------- | | | ------- Last 3 Years ------- | |
Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	Target	To Date	2014/15	2015/16	2016/17
Implement the Procurement Strategy Action Plan	Complete actions in action plan within the agreed timescales	All actions within the Procurement Strategy Action Plan undertaken within agreed timescales. The process of review is well underway with activities commenced in all but one council Resource. Work in the remaining Resource will commence before the end of October 2017.	Green	---	---	---	---	---

Implement a Digital and ICT Strategy that meets business needs

| | | | | ---------- This Year ---------- | | | ------- Last 3 Years ------- | |
Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	Target	To Date	2014/15	2015/16	2016/17
Deliver the core business of IT Services to support council Resources	Critical Business Systems will be available to council Resources for 98 % of core business time	Critical business systems have been available to council resources for 99.9% of core business time.	Green	98.0%	99.9%	99.9%	99.8%	100.0%
	95% of Help Desk calls will be achieved within Service Level Agreement (SLA) targets	100% of help desk calls were achieved within Service Level Agreement (SLA) targets.	Green	95.0%	100.0%	99.0%	99.8%	99.3%
	95% of IT Hardware and Software installations will be achieved within SLA targets	100% of IT hardware and software installations were achieved within SLA targets.	Green	95.0%	100.0%	98.0%	98.8%	99.1%
Communicate our vision, values and policies	IT Services will, in consultation with the council's ICT Programme Board, regularly report progress on the council's Corporate Management Team (CMT) Themes in respect of IT priorities	Update provided to the Corporate Management Team in September 2017 for second quarter.	Green	---	---	---	---	---
	IT Services will maintain 95% of current ICT Projects at Green/Complete at any given point in the service planning year	98% of projects currently green or complete.	Green	95.0%	98.0%	97.1%	95.7%	95.2%

Delivering the plan and achieving best value

Implement a Digital and ICT Strategy that meets business needs

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	This Year To Date	2014/15	2015/16	2016/17
	IT Projects delivered to support the CMT priority theme of Mobile Working will include implementation of the mobile working solution for Roads Service	Requirements agreed and development of mobile working app in progress for Roads Service.	Green	---	---	---	---	---
	IT Project delivered to support the CMT theme of Customer Contact and Transactional Working will include implementation of MyAccount functionality for citizen authentication to access on-line council services	New integrated web-forms implemented to support Customer Contact & Transactional Working and deliver service improvements and efficiencies. MyAccount functionality developed and being tested.	Green	---	---	---	---	---
	IT Project delivered to support the CMT theme of Health and Social Care Integration will include implementation of effective collaboration solutions between the council and NHS Lanarkshire	Good progress being made on major projects including support of Health and Social Care integration. Implemented SWISplus access in Hairmyres, Monklands and Wishaw A&E. Agreed design with NHS Lanarkshire for federated IT infrastructure to support partnership working.	Green	---	---	---	---	---
Manage and deliver effective IT Security	Security policies and frameworks will be maintained to current national and international standards including accreditation to the Public Sector Network (PSN)	IT Infrastructure Health Check completed. PSN re-accreditation submission being prepared.	Green	---	---	---	---	---
	Security polices in respect of employee use of IT Assets will be current and well communicated	Development of learn-on-line information security courses ongoing.	Green	---	---	---	---	---
	Appropriate technical and software measures will be in place at all times to minimise the risk of IT Asset loss due to malware or infrastructure attacks	Vulnerability scanning ongoing to ensure network assets are being maintained appropriately. IT Patching programme continues.	Green	---	---	---	---	---
	Formal business continuity plans and processes are in place for the council's business critical information systems	IT Services business continuity plans reviewed and updated in September 2017.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Implement a Digital and ICT Strategy that meets business needs

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
	95% of scheduled backups will be successfully completed within the agreed service levels	Of the 86,106 backup jobs run on the Netbackup environment during July to September 2017, 85,261 completed successfully, representing a 99% success rate.	Green	95.0%	99.0%	98.2%	99.2%	98.6%
Manage and deliver sustainable IT Services	IT Contracts and Services will include compliance with, or exceed, National and European legislation in respect of acquisition and disposal of IT Assets	Equipment procured under IT Infrastructure contracts meets all relevant legislation.	Green	---	---	---	---	---
	IT Services will implement the actions from the council's Carbon Reduction Plan as they apply to IT Services	Actioned across the corporate IT Infrastructure to comply with the Carbon Reduction Plan.	Green	---	---	---	---	---
Contribute to National Programmes on Shared Service	The council's Data Centre at CAIRD will continue to be offered as a shared service to the Scottish Public Sector and beyond	Strategic review of Caird Data Centre completed and recommendations approved. Continuing to offer hosting to other public sector organisations until at least 30 June 2019.	Green	---	---	---	---	---
	IT Services will engage with the Scottish Local Government Digital Transformation Board to identify opportunities for shared technology and projects where appropriate	Fully engaged with this initiative and actively working on two projects, "Common Platforms" and "Mobile and Flexible Working".	Green	---	---	---	---	---

Develop improvement activity and promote scrutiny

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Implement effective Best Value Management arrangements to ensure continuous improvement and efficient and	Lead, facilitate and contribute to best practice and improvement activity across the council and with other agencies	The Risk-based Self-Assessment and Improvement Programme for 2017-18 has been approved by the Corporate Management Team. Officers will take steps to ensure that the programme is progressed.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Develop improvement activity and promote scrutiny

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
effective service delivery	Engage in self evaluation activity and take forward any improvement actions (Resource)	No assessment activity was planned for this period. Services continue to take forward improvement actions identified as a result of previous self evaluation activity. Reports on completed assessments will continue to be presented to the Finance and Corporate Resource Senior Management Team.	Green	---	---	---	---	---
	Engage in self evaluation activity and take forward any improvment actions (council-wide)	From the approved programme for 2017-18, two assessments have already been completed - Waste and Fleet. Services continue to take forward improvement actions identified as a result of previous self evaluation activity. An annual update will report on progress.	Green	---	---	---	---	---
	Ensure that the planned scrutiny activity arising from the Local Scrutiny Plan based on the shared risk assessment process is addressed	The Local Scrutiny Plan (LSP) for 2017-18 did not identify any risk-based scrutiny for the council therefore no specific actions were required as a result. The LSP has been reported to Corporate Management Team (14 September 2017) and the Performance and Review Scrutiny Forum (31 October 2017).	Green	---	---	---	---	---
	Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery (Resource)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Develop improvement activity and promote scrutiny

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
	Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery (council-wide)	The latest results (2015-16) have been analysed with improvement actions identified, where applicable. The draft 2016-17 results will be available early 2018 for analysis and comment.	Green	---	---	---	---	---
	Lead the council's approach to benchmarking based on Local Government Benchmarking Framework Family Group activity, case studies and other benchmarking activity	Annual learning events covering most indicators are planned during 2017-18 and any emerging areas of good practice will be studied for potential adoption in South Lanarkshire. The Improvement Service has prioritised expanding the suite of measures relating to children and young people. Measures are being developed in discussion with Social Work Scotland and the Association of Directors of Education in Scotland (ADES).	Green	---	---	---	---	---
Lead on compliance with the national complaints handling procedures as determined by the Scottish Public Services Ombudsman (SPSO)	Maintain awareness of the process and learning from complaints through quarterly and annually reporting	Council Complaints Report including the SPSO Overview for 16/17 identifying areas of good practice and identifying learning opportunities submitted to Executive Committee on 27 September 2017.	Green	---	---	---	---	---
Deliver the reporting framework for the new Council Plan through IMPROVe	Deliver Quarter 2 and Quarter 4 Connect progress reports to Corporate Management Team (CMT) and Executive Committee via IMPROVe	The Connect Q2 progress report 2017-18 will be presented to the Corporate Management Team on 2 November and to the Executive Committee on 8 November 2017.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Develop improvement activity and promote scrutiny

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Review the council's approach to Performance Management on an ongoing basis	Continue to appraise the council's approach to Public Performance Reporting (PPR) taking account of Audit Scotland's Direction	Our Annual Performance Report 2016-17 is being finalised and is due to be presented to the Corporate Management Team and the Executive Committee, with publication on the council's website expected in November 2017. Preparations are ongoing to ensure that we continue to comply with the Accounts Commission Direction regarding public performance reporting requirements.	Green	---	---	---	---	---
Promote the council's approach to employee performance management through Performance Appraisals	Communicate and roll out the revised Performance Appraisal and behaviours framework	Understanding Performance Appraisal e-learning available from April 2017. Finance and Corporate Resources rolled-out Framework for 2017-18 PDR cycle.	Green	---	---	---	---	---
Implement Efficient Government Policy and Action Plan	Prepare an annual Efficient Government Statement by due date showing levels of efficiencies achieved	The Annual Efficiency Statement is complete and was submitted to COSLA in line with timescales set. It was presented to Executive Committee on 30 August 2017.	Green	---	---	---	---	---

Improve the skills, flexibility and capacity of the workforce

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ----------- This Year ----------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Design, co-ordinate and monitor the delivery of council-wide Learning and Development Plans in partnership with Learning and Development Boards	Mid term reports (as at 31 September) being prepared for L&D Boards. This will include the Health and Social Care Partnership Learning & Workforce Development Board.	Green	---	---	---	---	---
	Co-ordinate and monitor the delivery of core L&D activities identified via the Resource Health and Safety Matrices	Mid term compliance reports on current finalised matrices being produced (as at 31 September). Work on-going to produce final matrices for low risk areas.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Improve the skills, flexibility and capacity of the workforce

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	To Date	2014/15	2015/16	2016/17
	Increase the level of channel shift from classroom based L&D activities to e-learning	As at September 2017 on target to increase level of channel shift using learn on line and webinars.	Green	---	---	---	---	---
	Increase in-house delivery of L&D classroom based previously delivered by external provision	As at 31 September 2017 on target to increase in house delivery.	Green	---	---	---	---	---
	The council's labour turnover rate will be contained at 5% or less (council-wide)	The council's labour turnover rate remains contained under target rate of 5%.	Green	5.0%	2.6%	3.0%	3.8%	3.0%
	Resource labour turnover rate to be contained at 5% or less (Resource)	The Resource's labour turnover rate remains contained under target rate of 5%.	Green	5.0%	1.7%	3.4%	3.0%	3.2%
	Sickness absence days per teacher	The latest Local Government Benchmarking Framework results for 2016-17 are due to be published early 2018.	Report Later	------	------	6.9	6.5	6.5
	Sickness absence days per employee (non teacher)	The latest Local Government Benchmarking Framework results for 2016-17 are due to be published early 2018.	Report Later	------	------	11.1	10.3	11.6
	100% coverage of Performance Appraisals (PAs) of employees in scope (Resource)		Report Later	------	------	96.0%	96.0%	94.3%
	100% coverage of PAs of employees in scope (council-wide)		Report Later	------	------	87.0%	95.5%	87.6%
	Continued accreditation of Investors in People	Interim IiP Review has been completed and report issued by Managing Assessor in August. Accreditation review completed in Education Resources. Preparation underway to complete the review process in November/December 2017.	Green	---	---	---	---	---
Implement the council workforce strategy toolkit and continue the cyclical reporting framework	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs (Resource)	Workforce plan reported to F&C Committee in September 2017	Green	---	---	---	---	---
	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs (council-wide)	Resource have reviewed their workforce plans and reported to their respective resource committees. Council wide workforce plan will be reviewed in line with the workforce planning cycle.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Improve the skills, flexibility and capacity of the workforce

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Implement an effective programme of Modern Apprenticeships	All council apprentices will achieve certification to at least SVQ level 2 (target 100%)	All MAs who finished in the last three months, achieved SVQ certification.	Green	100.0%	100.0%	0.0%	0.0%	0.0%

Other actions in support of delivering the Plan and achieving Best Value

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | ------- Last 3 Years ------- | | |
				Target	To Date	2014/15	2015/16	2016/17
Develop and Implement a professional and effective Corporate Communications Service	Deliver and manage internal and external communications	Process of reviews and improvements continues across the service, with effective internal and external communications via website/intranet/social media, press releases and the Works and external publications.	Green	---	---	---	---	---
Provide an effective research and intelligence service to support council decision-making by the council and its partners	Develop dashboards and other tools to provide intelligence at a South Lanarkshire and lower levels to aid decision-making and resource allocation	A datazone dashboard has been created to support the work of the Rural Task Force in its work on a rural strategy and tackling deprivation	Green	---	---	---	---	---
	Provide support as required to Joint Strategic Needs and Opportunity Assessments and other investigative exercises involving the council	Work has been undertaken to support the final iteration of the LOIP by Resources and CP partners	Green	---	---	---	---	---
	Provide briefings, reports and analysis as required on social, economic and demographic circumstances, issues and trends - and on policy issues - that may impact on the council, its communities, and services	A range of briefings have been provided to the Chief Executive and various reports on the Statistical Information Portal have been produced.	Green	---	---	---	---	---
Administer grants effectively in line with following the public pound	Continue to audit 100% of grants allocated through Area Committee	Continue to audit all Community Grant recipients in terms of proof of spend.	Green	100.0%	100.0%	100.0%	100.0%	100.0%
	Allocate and distribute annual grants to community councils	Provision of funding to Community Councils for 2017-18 has been carried out.	Green	---	---	---	---	---
Streamline application process for Checking Service/route test applicants	Implementation of online booking system to improve online licensing facility for users	In addition to appointments for registrations the taxi/private hire car trade can book appointments for vehicle/meter tests and route tests on line.	Green	---	---	---	---	---

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