

Finance and IT Resources

improve

Resource Plan Quarterly Performance Report

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 or theme

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

Vision and Strategic Direction

Improve effective use of our buildings and transport in order to reduce greenhouse gas emissions

Action	Measures (non statistical measures shaded grey)	Comments / Progress	Status	Previous Years			This Year	
				2007/08	2008/09	Trend	Target	To Date
Further implement the carbon management plan to reduce greenhouse gas emissions	The Council's greenhouse gas emissions	This measure will be reported at year end	Report Later	3.7%		○	3.8%	
	Review and revise the Council's greenhouse gas emissions targets	Review underway. Business case for investment in carbon saving measures is being developed and requires to be agreed before new targets can be set. Considering impacts of final stage amendments to the Scottish Climate Change Act approved by Parliament on 23 June 2009, concerning aspiration of new national targets and new duties on local government.	Amber	--	--		--	--

Ensure efficient use of material resources and to increase recycling of waste and develop more sustainable waste management

Action	Measures (non statistical measures shaded grey)	Comments / Progress	Status	Previous Years			This Year	
				2007/08	2008/09	Trend	Target	To Date
Continue to develop	The amount of biodegradable waste sent to	On course to achieve target	Green	81,214	77,342	↑	77,835	19,310
		are good but there may be ns.	Amber	37.0%	37.0%	↔	40.0%	40.8%

Statistics for last 2 years, showing how we are doing over time.

The trend column shows how performance changed between these 2 years

↑

Performance getting better

↔

Performance staying the same

↓

Performance getting worse

○

Information not yet available

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.**



Summary (level 1) - number of measures green, amber and red under each Council Plan objective/theme

Council Objective \ Theme	Green	Amber	Red	To be reported later / Unassigned
<i>Improve quality and availability of housing</i>				
<i>Develop services for older people</i>				
<i>Improve the quality of the physical environment</i>				
<i>Improve the road network and public transport</i>				
<i>Raise educational attainment for all</i>				
<i>Increase involvement in lifelong learning</i>				
<i>Improve community safety</i>				
<i>Improve health and increase physical activity</i>				
<i>Improve lives of vulnerable children, young people and adults</i>				
<i>Support local economy</i>				
<i>Increase participation in arts and culture</i>				
Vision and Strategic Direction	15			6
Performance Management and Improvement	22			
<i>Partnership Working, Community Leadership and Engagement</i>				
Governance and Accountability	6	2	1	
Efficient and effective use of resources	38	2		1
Total	81	4	1	7

Efficient and effective use of resources**Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies**

Action	Measures (non statistical measures shaded grey)	Comments / Progress	Status	----- Previous Years -----			-----This Year -----	
				2007/08	2008/09	Trend	Target	To Date
Core business relating to Finance & IT Resources	Revenue Budget compared to Actual (Financial Periods and year end - for Resource) for 2009/10	Variance between budget and actual monitored on an ongoing basis.	Green	---	---		---	---
	Capital projects delivered to specification, on time, within budget (Financial periods and year end - for Resource) for 2009/10 including final outturns	Variance between budget and actual monitored on an ongoing basis. Status relates to year end position.	Green	---	---		---	---
	Reduction in annual average loans fund interest rate for 2009/10	Loans fund interest rate will be calculated at the end of the financial year.	Report Later	---	---		---	---
	Monitor performance of Insurance Fund	Actuarial review underway.	Green	---	---		---	---
Update medium term Financial Strategy following 3 year settlement	Completion of update by October 2009	Budget Strategy Report for 2010/11 prepared and submitted to Executive Committee on 7 October 2009. In part based on information provided in Scottish Budget Announcement on 17 September.	Green	---	---		---	---
	Reporting of medium term financial strategy on an annual basis		Green	---	---		---	---
	Risk Assessment, Measurement and Evaluation	Budget Strategy Report for 2010/11 prepared and submitted to Executive Committee on 7 October 2009. In part based on information provided in Scottish Budget Announcement on 17 September.	Green	---	---		---	---
Prepare 2010/11 Revenue Budget	Declare Band D Council Tax by due date (February 2010), reflecting budget declaration and approval.	Budget Strategy Report for 2010/11 prepared and submitted to Executive Committee on 7 October 2009. In part based on information provided in Scottish Budget Announcement on 17 September.	Green	---	---		---	---
	Setting of the 2010-2011 budget by agreed COSLA date	Measure progressing well to achieve target by agreed date.	Green	---	---		---	---

Efficient and effective use of resources**Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies**

Action	Measures (non statistical measures shaded grey)	Comments / Progress	Status	----- Previous Years -----			-----This Year -----	
				2007/08	2008/09	Trend	Target	To Date
Prepare 2008/09 Annual Report and Accounts	Accounts completed by 30 June and receipt of clear audit certificate by 30 September	Accounts completed by end of June. Audit ongoing with clearance meeting scheduled early September.	Green	---	---		---	---
	Contribution to Single Outcome Agreement reflected in Annual Report and Accounts	Finance and IT Resources has reflected the Single Outcome Agreement in its 2009/10 Resource Plan	Green	---	---		---	---
	Meet timetable of requirements for IFRS compliance	IFRS work to commence in earnest over the next couple of months.	Green	---	---		---	---
Control 2009/10 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)	Variance between budget and actual monitored on an ongoing basis. Status relates to year end position.	Green	---	---		---	---
	Financial out-turn of Council performance against budgets (financial periods and year end).	The financial outturn for the Council is currently on target with the budget set.	Green	---	---		---	---
	Timely reporting of financial information, meeting Committee Reporting cycles during 2009/10	All financial information will be provided in line with timetables as set.	Green	---	---		---	---
	Trading Accounts budgeted surplus realised March 2010	Forecasts for all Trading Services are in line with budgets set.	Green	---	---		---	---
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.	Budget Strategy Report for 2010/11 prepared and submitted to Executive Committee on 7 October 2009. In part based on information provided in Scottish Budget Announcement on 17 September.	Green	---	---		---	---
	In terms of Committee reports and meetings with elected members - 11th May is timetabled as the first of these events with others to follow in due course throughout the year	Report provided to Executive Committee on 7 October includes details of all efficiency proposals.	Green	---	---		---	---






Efficient and effective use of resources**Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- Previous Years -----			-----This Year -----	
				2007/08	2008/09	Trend	Target	To Date
continued assessment and development of Internet and Intranet ensuring they are responsive and relevant to the needs of the organisations and users with more transactional services and forms.	Achieve upper quartile ranking of Scottish Local Authority websites	In 2008 the Council achieved 3rd place overall in terms of ranking Scottish Local Authorities. Internet content development continues to build on that excellent return.	Green	---	---		---	---
	Increase number of visitors to Council's website	Visitor numbers to the Council's WEB Site continues to increase.	Green	---	---		---	---
	Increase the number of transactions	As further transactional content is developed, corresponding transactional numbers increases.	Green	---	---		---	---
	Increase the value of transactions	As transactional numbers increase then so too does the value of those transactions.	Green	---	---		---	---
Education Resources - key involvement in Schools Modernisation Programmes in respect of infrastructure, networks, and solutions. Contract for the provision of ICT Products and Services. Definition of scope and implementation of agreed extension.	Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report	IT Services continues to exceed the performance targets set for service plan delivery. This is reported every 8 weeks to the Corporate Management Team.	Green	---	---		---	---
	Contract extension delivered on budget	IT Service Plan for Education is on target to deliver all major projects.	Green	---	---		---	---
Corporate Resources - Technical support for the European Elections in June. Implementation of mail recording and tracking system.	Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report	IT Service Plan for Corporate is on target to deliver all major projects.	Green	---	---		---	---


Efficient and effective use of resources**Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- Previous Years -----			----This Year----	
				2007/08	2008/09	Trend	Target	To Date
Community Resources - Phase 5 of the Implementation of Cashless School Meals into Primary and Secondary schools. Implementation of new Leisure Management System in all Leisure Centres.	Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report	IT Service Plan for Community and the Leisure Trust is on target to deliver all major projects.	Green	---	---		---	---
Enterprise Resources - Full rollout of EDRMS to local area offices, followed by a phased rollout within Enterprise HQ.	Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report	IT Service Plan for Enterprise is on target to deliver all major projects.	Green	---	---		---	---
Finance and IT Resources - Continued development of i-Procurement, and implementation of HRMS (People Connect)	Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report	IT Service Plan for Finance and IT is on target to deliver all major projects.	Green	---	---		---	---

Efficient and effective use of resources**Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy**

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments / Progress	Status	----- Previous Years -----			----This Year----	
				2007/08	2008/09	Trend	Target	To Date
Housing and Technical Resources - Implementation of EDRMS in relation to Revenues/Benefits applications. Development of WEB Services transactions to back office applications. ICT support for the forthcoming Audit inspection.	Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report	IT Service Plan for Housing and Technical is on target to deliver all major projects.	Green	---	---		---	---
	Business Case and ROI for EDRMS	IT Service Plan for Housing and Technical is on target to deliver all major projects.	Green	---	---		---	---
Social Work Resources - Implementation of CORVU/IMPROVe phase 2 with intergration Significant SWISplus developments in areas of children's messaging, vulnerable adults and personalisation agenda.	Meet deliverable Customer objectives noted within the Service Planning Traffic Light Report	IT Service Plan for Social Work is on target to deliver all major projects.	Green	---	---		---	---
Core business relating to Finance & IT Resources - IT Services	Critical Business Systems will be available to Council Resources for 98% of core business time		Green	0.0%	98.9%		98.0%	99.8%
	98% of Help desk calls will be resolved within SLA targets		Green	0.0%	98.0%		98.0%	99.0%
	98% of hardware installs will be achieved within SLA		Amber	96.0%	96.0%		98.0%	92.0%
	98% of software installs will be achieved within SLA		Green	95.0%	98.0%		98.0%	99.0%
	Overall user satisfaction on IT Training to exceed 95% at any given time.		Amber	94.0%	94.0%		95.0%	94.0%

Efficient and effective use of resources**Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy**

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments / Progress	Status	----- Previous Years -----			----This Year----	
				2007/08	2008/09	Trend	Target	To Date
Contribute to the effective operations of ICT with performance reporting to the CMT	Measured and reported via the Service Planning Framework at Council and Resource levels	IT Services continues to exceed the performance targets set for service plan delivery. This is reported every 8 weeks to the Corporate Management Team.	Green	---	---		---	---
	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 S		Green	97.0%	97.0%		95.0%	99.0%
consider all opportunities for consolidation of current systems to deliver true enterprise wide solutions and exploit any opportunities for external funding	adherence to ICT Strategy checklists and project initiation sign off	This is being managed via the IT Diagnostic and reported to the ICT Programme Board and the Corporate Management Team	Green	---	---		---	---
	delivery of ICT Strategy as per agreed deadlines: (i) project (ii) business delivery	This is being managed via the IT Diagnostic and reported to the ICT Programme Board and the Corporate Management Team	Green	---	---		---	---
	develop funding network with Scottish Government	This is being managed via the IT Diagnostic and reported to the ICT Programme Board and the Corporate Management Team	Green	---	---		---	---

Performance Management and Improvement

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

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments / Progress	Status	----- Previous Years -----			----This Year----	
				2007/08	2008/09	Trend	Target	To Date
Implement effective Best Value management arrangements to ensure continuous improvement and effective and efficient service delivery	completion of Best Value Reviews as per timetable	Best Value Review Programme on schedule as is further preparation of BV2 arrangements.	Green	---	---		---	---
	improvement Plans approved by committee	All improvement Plans have been approved, as have proposals to improve centralised monitoring of improvement plans.	Green	---	---		---	---
	Manage Audit processes within Audit Scotland timescales	Working with the Corporate Improvement Unit.	Green	---	---		---	---
	Sustain positive SPI trend results for Council	Continuous improvement and effective and efficient service delivery is of high priority to all Resources.	Green	---	---		---	---
	Ensure Local PIs across all Resources meet requirements of BV2	Exercise completed.	Green	---	---		---	---
	Completion of Accounting and Budgeting Best Value Review by September 2009	The Best Value Review of Accounting and Budgeting is on course to meet the deadline set - September 2009.	Green	---	---		---	---
	Completion of Help Desk Improvement Plan by March 2010	Progress is being made.	Green	---	---		---	---

Implement a strategic response to the Scottish Government's Efficient Government agenda

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments / Progress	Status	----- Previous Years -----			----This Year----	
				2007/08	2008/09	Trend	Target	To Date
Implementation of Efficient Government Policy and Action Plan.	Implementation of Financial Strategy, including Efficiency Plan and agreed percentage savings (4.5% of controllable budget in 2009/10)	Report provided to Executive Committee on 7 October includes details of all efficiency proposals.	Green	---	---		---	---
	Fully implement the procurement strategy and guidelines across the Council	Report on strategic procurement service approved June 2009. Head of Procurement now recruited.	Green	---	---		---	---
	Completion of the Diagnostic Projects as per agreed timetable	Progressing well to achieve completion of the diagnostic projects as per agreed timetable.	Green	---	---		---	---
	Options appraisal conducted on alternative models of service delivery, resulting in efficiencies being realised	A report informing the Executive Committee of the outcome of work examining opportunities for alternative service delivery, was presented to Committee on 9 September 2009.	Green	---	---		---	---

Performance Management and Improvement

Implement a strategic response to the Scottish Government's Efficient Government agenda

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- Previous Years -----			----This Year----	
				2007/08	2008/09	Trend	Target	To Date
Deliver our priorities under the National Diagnostic, including evaluation of core and non-core as well as efficiency savings.	Complete Diagnostic evaluation of Finance Services	Measure achieved.	Green	---	---		---	---
	Complete Diagnostic evaluation of IT Services	Project well underway and being reported to the ICT Programme Board and Corporate Management Team.	Green	---	---		---	---
	Complete Diagnostic evaluation of Procurement	Report on strategic procurement service approved June 2009. Head of Procurement now recruited.	Green	---	---		---	---
	Meet Milestones within Plan	This measure is ongoing and is updated and reviewed regularly.	Green	---	---		---	---
	meet milestones within plan	Actions in Asset Management Plan are monitored.	Green	---	---		---	---
Fully implement the procurement strategy and guidelines across the Council	Implement revised organisational capacity including (i) A centralised 'commodity focused' procurement service within Finance Services (ii) iProcurement in the remaining Resources across the Council during 2009/2010	Report on strategic procurement service approved June 2009. Head of Procurement recruited. I Proc implementation progressing.	Green	---	---		---	---

Performance Management and Improvement

Implement a strategic response to the Scottish Government's Efficient Government agenda

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- Previous Years -----			----This Year----	
				2007/08	2008/09	Trend	Target	To Date
continued development of IT Shared Services	Exploit Caird Data Centre facility to host infrastructure for other organisations under SLA and have an income stream	The Caird Centre is already providing infrastructure services to a number of public sector organisations. This provides an important income stream whilst the Caird business Plan seeks to increase that income stream with other Local Authorities.	Green	---	---		---	---
	Encourage and influence current shared service users of payroll to expand their use of facilities by uptake of HR	IT Services has already responded to a Pre Qualification Questionnaire for Strathclyde Fire and Rescue and were unsuccessful at that stage, Meantime discussions continue with South Ayrshire Council.	Green	---	---		---	---
	advance work with Lanarkshire Health Board and North Lanarkshire Council	Further development of the e-care service with Lanarkshire Health board and North Lanarkshire Council continues and is on schedule.	Green	---	---		---	---
	Host the Citizens Account and Gazetteer Infrastructure for the Scottish Executive	This infrastructure and associated services are now in place and performing well.	Green	---	---		---	---
	Become a Centre of Excellence for hosted services, measured via Caird Business Plan and project proposals	IT Services has already responded to a Pre Qualification Questionnaire for Strathclyde Fire and Rescue and were unsuccessful at that stage, Meantime discussions continue with South Ayrshire Council.	Green	---	---		---	---

Vision and Strategic Direction**Develop responsible procurement practices**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- Previous Years -----			-----This Year -----	
				2007/08	2008/09	Trend	Target	To Date
Procurement Practices	Increase annually the % and value of contracts with SMEs	Discussions are in progress with the Scottish Procurement Directorate to provide reporting tools and greater training to enable more accurate reporting of the SME situation from the Spikes cavell national tool. These reports are now being added to Finance PI's on a quarterly basis via the BPI report.	Green	---	---		---	---
	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	The use of the WRAP assessment tools has created problems for both Enterprise and Housing & Technical Resources. For both Resources contracts the use of the tool is conflicting with Specification criteria, with particular misalignment to Roads contracts. Both resources are in discussion with WRAP to resolve the issues.	Green	---	---		---	---
	In printing and writing paper applications products should contain at least 50% recycled content	These papers are procured under two different contracts - a Procurement Scotland collaborative contract providing 75% recycle content until 2012, and an internal print room contract providing 80% recycle content until March 2010. Both contracts exceed the Scottish Government target of 50%.	Green	---	---		---	---
	In tissue paper applications products should contain 100% recycled content	All tissue papers are procured via a Scotland Excel collaborative contract, and meet the 100% recycle content target. The current contracts will run until September 2009.	Green	---	---		---	---

Vision and Strategic Direction


Vision and Strategic Direction

Action	Measures (<i>non statistical measures shaded grey</i>)	Comments / Progress	Status	----- Previous Years -----			----This Year ----	
				2007/08	2008/09	Trend	Target	To Date
Implement a programme of equality and human rights impact assessments	Number of impact assessments carried out against those timetabled	100% of impact assessments timetabled have been carried out.	Green	---	---		---	---
	Number of Reports on Impact Assessments published on Website	All new and existing completed impact assessments have been published on website.	Green	---	---		---	---
	Progress in relation to Equality Impact Assessment actions is monitored and reported to Equal Opportunites Forum	Report to Equal Opportunities Forum is scheduled for later in the year.	Report Later	---	---		---	---
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	Annual Report to Equal Opportunities Forum will be prepared and presented later in the year.	Report Later	---	---		---	---
	Data on equality related performance is collated and published annually	Data continues to be collated on an ongoing basis and will be prepared for publishing later in the year.	Green	---	---		---	---

Vision and Strategic Direction**Vision and Strategic Direction**

Action	Measures (non statistical measures shaded grey)	Comments / Progress	Status	----- Previous Years -----			-----This Year -----	
				2007/08	2008/09	Trend	Target	To Date
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	Ongoing review to ensure all plans, strategies and initiatives are equality impact assessed.	Green	---	---		---	---
	Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest	Equality obligations are met in all internal procurement activities. External collaborations are not up to SLC standards and these issues have been raised with both Scotland Excel and Procurement Scotland partners. Discussion with the Regeneration Section of Enterprise are going to increase social equality measures with tenders.	Green	---	---		---	---
	Evidence that equalities are included in performance monitoring and measurement activities for partnerships	Review of performance monitoring to identify areas which require updating to ensure equalities evidence is appropriately captured.	Green	---	---		---	---
	100% coverage of PDR and associated training plans of employees in the scope		Green	100.0%	Not avail	○	100.0%	Not avail
	100% of staff recruited through competency based interview by 2011	Gradually moving to competence based recruitment. We are recruiting for three posts at present and will short leet and interview using competence based assessment.	Green	100.0%	Not avail	○	100.0%	Not avail
	Average no of off job training days per member of staff	Currently updating staff training records within OLM system.	Green	0	Not avail	○	Not avail	Not avail
	Labour turnover rate		Report Later	Not avail	Not avail	○	5.0%	Not avail
	Staff absence rate (SPI)		Green	2.9%	Not avail	○	2.5%	2.0%
	Training activities - actual compared to plan	Currently arranging training activities identified through PDR reviews.	Green	---	---		---	---
Manage land and property assets efficiently	Proportion of operational accommodation that is in satisfactory condition (SPI)		Report Later	62.8%	Not avail	○	Not avail	Not avail
	Proportion of operational accommodation that is suitable for its current use (SPI)		Report Later	79.8%	Not avail	○	Not avail	Not avail
	% of buildings from which the council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people (Report Later	79.0%	Not avail	○	Not avail	Not avail

Governance and Accountability**Ensure that high standards of governance are being exercised (through the use of scrutiny forums, audit plans and risk management)**

Action	Measures (non statistical measures shaded grey)	Comments / Progress	Status	----- Previous Years -----			-----This Year -----	
				2007/08	2008/09	Trend	Target	To Date
promote Corporate Governance and Standards	Delivery of Risk Control Actions by due date	Not yet reporting for full Council. F&IT Risk Control Plan actions. For Finance and IT 43% of actions are complete and 57% still open. This is being actively managed to increase percentages for Q3.	Red	---	---		---	---
	Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas	Self assessment and declaration complete. No action plans yet at Resource level. As a result of the Council wide audit assignment responsibility has been assigned to Douglas Wilson, Head of Administration for resolution.	Amber	---	---		---	---
	Actions from approved risk management work plan to be delivered by agreed date	40 % of actions are rated as good progress made.	Green	---	---		---	---
	Half yearly reporting to Risk and Audit Manager by nominated lead officers on progress made on Council's top 20 risks	Report on top risks went to CMT on 23 July 2009. Some initial meetings have taken place with nominated officers on top risks. report to CMT in November will address issues.	Amber	---	---		---	---
	Review the operating arrangements of the Risk Management and Audit Forum in line with good practice	First meeting of new Risk and Audit Scrutiny Forum on 30 September 2009. Further detailed report on gaps to go to future meeting of RASF.	Green	---	---		---	---
Deliver 2009/10 Audit Plan	Completion of audit work to draft stage by year end, ie 30 April	Audit plan on schedule with 23% of actions complete, and 48% at work in progress or draft stage.	Green	---	---		---	---
	Audit actions to be delivered by due date (Reported to Chief Executive through quarterly performance reports)	Finance and IT Resources on target. Executive Directors will report directly to Chief Executive on their own targets.	Green	Not avail	Not avail		80.0%	89.0%
Fraud management	Deliver National Fraud Initiative actions by April 2010	Report to Risk and Audit Scrutiny Forum 30 September 2009. 83% investigations complete. £61,896 overpayments, £58,253 errors and £3,643 fraud.	Green	---	---		---	---
	Compliance with Red Book guidance during 2009/10	Now tracking delivery using improve scoring for each action. At end September 46% on course or complete, 21% not started and 33% WIP.	Green	---	---		---	---