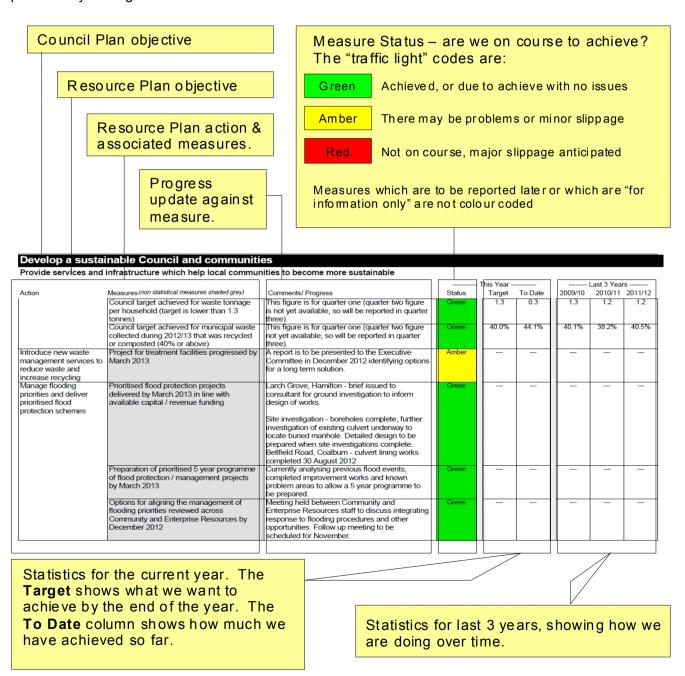# Finance and Corporate Resources

Resource Plan

Performance Report 2019-20
Quarter 2 : April 2019 - September 2019

(This represents the cumulative position to September 2019)

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.\n\nSite 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 later life					
Protect vulnerable children, young people and adults					
Deliver better health and social care outcomes for all					
Improve the availability, quality and access of housing					
Improve the road network, infuence improvements in public transport and encourage active travel					
Work with communities and partners to promote high quality, thriving and sustainable communities	**16**	**2**		**3**	**21**
Support the local economy by providing the right conditions for inclusive growth	**7**			**2**	**9**
Support our communities by tackling disadvantage and deprivation and supporting aspiration	**4**				**4**
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	**77**	**7**	**4**	**21**	**109**
Total	**104**	**9**	**4**	**26**	**143**

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

Support delivery of effective Community Planning

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			------- Last 3 Years -------		
				Target	To Date	2016/17	2017/18	2018/19
Work with communities and partners to enhance community planning and service delivery	Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations. Roll out neighbourhood planning processes beyond the three pilot areas to other priority areas in order to co-produce and deliver plans with Community Planning Partners	The Community Plan annual report for 2018-19 is now published in a new format designed to be informative and engaging for all stakeholders including the community. It includes case studies highlighting impact on communities, families and individuals as well as flagging up areas for improvement . The neighbourhood plans for each of the three test areas were published last year and the local groups driving the delivery of these continue to engage with their communities to shape, inform and promote development and opportunities . This has included engaging over 900 local residents in participatory budgeting activity to determine how funding to support neighbourhood planning will be spent this year. Work is now progressing within the Fairhill community to establish a neighbourhood planning process on a similar basis to the test sites and discussions within other communities is underway to determine if there is interest to take this approach forward.	Green	---	---	---	---	---
	Community Planning Partnership to develop a Participation and Engagement Strategy	Preparations have been made to start a 13 week public consultation during October 2019.	Amber	---	---	---	---	---
	Provide support to the Community Planning Partnership Board in the delivery of the Community Planning Agenda	The Board approved a Partnership Communications Plan in June 2019. The council's Public Relations Team are leading on the delivery of the plan. At their meeting in September 2019, the Board approved the Partnership's Annual Performance Report which was published by the due date (30 September).	Green	---	---	---	---	---

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

Support delivery of effective Community Planning

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			-------- Last 3 Years --------		
				Target	To Date	2016/17	2017/18	2018/19	
	Through the Community Planning Partnership, implement the actions arising from the council's Best Value Audit Report	Working with the Improvement Service, a series of development days has been scheduled for the purpose of considering the outcomes from the Best Value Assurance Review and the Board Self-Assessment. The first of these took place during September 2019.	Green	---	---	---	---	---	
	Support the implementation of and actions arising from the Community Planning Partnership Board Self-Assessment	Working with the Improvement Service, a series of development days has been scheduled for the purpose of considering the outcomes from the Board Self-Assessment and the Best Value Assurance Review. The first of these took place during September 2019.	Green	---	---	---	---	---	
	Community Partnership Improvement Plans and reporting to be reviewed during 2019-20	At their meeting in September 2019, the Board considered a report on the future of the Partnership Improvement Plans and agreed that the development of the new plans for 2020 onwards should be postponed pending the wider review of Community Planning arrangements.	Report Later	---	---	---	---	---	

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

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

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	This Year To Date	Last 3 Years 2016/17	Last 3 Years 2017/18	Last 3 Years 2018/19
Use new technology to ensure that consultation and community engagement are carried out to a consistent standard	Recording - all consultations will be uploaded to the database as soon as the consultation is made live Reporting – the outcomes of any consultation will be uploaded to the database within 5 working days after approval is received from the lead officer	All live consultations are available for completion on the South Lanarkshire website. The website includes 17 live consultations. Examples of recent consultations include the South Lanarkshire People's Panel Membership, Proposed BT payphone removal stage 2, and the Newfield and Stonehouse Primary schools catchment realignment 2019. Results of completed consultation are shown on the council website. The target for publishing the results of completed consultations is 5 working days. This target is being met.	Green	---	---	---	---	---
	Community Engagement Framework to be reviewed during 2019-20	Updated Framework being produced to align with the new Partnership Engagement Strategy. Completion due for end March 2020.	Green	---	---	---	---	---

Improve customer experience of council services

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	This Year Target	This Year To Date	Last 3 Years 2016/17	Last 3 Years 2017/18	Last 3 Years 2018/19
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	As per siteimprove the website has been available 99.99% for the period.	Green	98.00%	99.99%	99.80%	99.99%	99.97%
	Launch and develop News website 'View' by May 2019	Complete. South Lanarkshire View is now operational and providing daily communications.	Green	---	---	---	---	---
Support Continuous Improvement programmes to improve customer service delivery and ensure best use of resources	Deliver and support service delivery improvement projects through, for example Lean	There are no outstanding requests for improvement workshops and at this time there are none planned.	Report Later	---	---	---	---	---
	Customer consultation further tailored to ensure meets customer needs	18 surveys completed. Majority found their visit good to excellent. One improvement suggested and implemented.	Green	---	---	---	---	---

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

Improve customer experience of council services

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	---------- This Year ----------			------- Last 3 Years -------		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Develop and improve mail services and contracts	Critiqom and Royal Mail contracts running with efficiencies being identified and progressed.	Green	---	---	---	---	---
	Complete roll out of MFDs to provide access to scan into Objective EDRMS system	Calderside High School and Housing and Tech site offices remain to be completed by the resources. These are required be completed by December 2019.	Amber	---	---	---	---	---
	Implement a photo library for council communications	Photographic library benchmarking in progress with procurement.	Green	---	---	---	---	---
Support development of community engagement	Provide communications support through PR and Digital teams	Media management, and Campaigns work progresses to meet the Resources needs.	Green	---	---	---	---	---
	Develop a business case for investing in a Customer Profiling tool to better inform more cost effective, targeted, digital campaigns	Upgrading of existing 'Market Direct' system completed. Training moved to November 2019.	Green	---	---	---	---	---

Other actions in support of the objective

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	---------- This Year ----------			------- Last 3 Years -------		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support the council's Sustainable Development Strategy and Climate Change 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 launched this year and open for 10 weeks to enhance timescales for employees to make an application. 82 applications made.	Green	---	---	---	---	---
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (Target 8%)	Monthly reports continue to be sent to Resources and will be reviewed at end of the financial year.	Report Later	---	---	---	---	---

Work with communities and partners 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	2016/17	2017/18	2018/19
Progress the council's sustainable development and climate change strategy within the Resource	New or ongoing sustainable development and climate change activity within the Resource	In accordance with Scottish Government anticipated guidance, Sustainability will now be embedded in the new Procurement Strategy being developed for 2020-21 onwards. Sustainability is included in the Sourcing Strategy and scored in appropriate Invitations to Tender.	Green	---	---	---	---	---
Contribute to reducing the council's reliance of avoidance single-use plastic items	Demonstrate action to reduce the reliance of single use plastic items across the Resource	In consultation with sustainability colleagues, Procurement has removed a number of single use plastic items from catalogues where sustainable alternatives can be sourced.	Green	---	---	---	---	---

Support the local economy by providing the right conditions for inclusive growth

Support key voluntary organisations and help to develop the social economy

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | ---------- This Year ---------- | | | ------- Last 3 Years ------- | | |
				Target	To Date	2016/17	2017/18	2018/19
Support the Social Economy through the Lanarkshire Social Enterprise Operational Group	20 social enterprises supported with governance, promotion and business planning. 5 social enterprises achieving growth. 2 events promoting the sector	10 organisations are currently receiving support on governance and business planning. A position paper has been produced for the Council Leadership, looking at current support to social enterprises and potential changes in strategy in line with Scottish Government developments. The Lanarkshire Social Economy Operational Group comprising representatives from both Councils, Third Sector across Lanarkshire and Business Gateway has met once in the quarter and New College Lanarkshire and the University of the West of Scotland have joined the group with a view to linking student development to social enterprise/volunteering opportunities.	Green	27	11	------	------	------

Support the local economy by providing the right conditions for inclusive growth

Support key voluntary organisations and help to develop the social economy

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			------- Last 3 Years -------		
				Target	To Date		2016/17	2017/18	2018/19
Support the Community Asset Transfer process, chairing the corporate working group	Twenty voluntary organisations supported through Community Asset Transfer process (Target 20)	There is currently ongoing development work with 14 organisations in the Community Asset Transfer process ranging from initial enquiries to governance work and detailed business planning. Further meeting of the Community Asset Transfer Working Group held on 11 September 2019 and all current projects reviewed for progress.	Green	20	14		------	------	------

Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			------- Last 3 Years -------		
				Target	To Date		2016/17	2017/18	2018/19
Develop and progress employability services focused on priority client groups and sectors	A minimum of 1,000 unemployed people supported via council operated employability programmes	At Q1, 423 unemployed people had been supported. Q2 figures will be reported at Q3 (Note - Quarterly performance information is reported 4 weeks after the end of the quarter)	Green	1,000	423		------	------	2,135
	A minimum of 400 unemployed people gain sustainable employment	At Q1, 123 unemployed people gained sustainable employment. Q2 figures will be reported at Q3.	Green	400	123		------	------	863
	A minimum of 200 unemployed people access further education or training	At Q1, 75 unemployed people accessed further education or training. Q2 results will be reported at Q3	Green	200	75		------	------	501
	% unemployed people assisted into work from council operated/funded employability programmes	This is an LGBF indicator. The 2018-19 results will be published by the Improvement Service in January 2020.	Report Later	------	------		26.8%	18.4%	------
	Design and deliver an integrated local employability delivery model to progress the Scottish Government's 'no one left behind' plan – by March 2020	The Council are working with partners to progress our local employability strategy aligned with the Scottish Govt's national No one Left Behind (NOLB) Policy. The strategy is currently being designed and developed by the target date of March 2020	Green	---	---		---	---	---

Support the local economy by providing the right conditions for inclusive growth

Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			-------- Last 3 Years --------		
				Target	To Date		2016/17	2017/18	2018/19
Provide employability services for South Lanarkshire Council Residents	Upskill up to 190 employed people with barriers to job progression tackling in-work poverty to support inclusive growth	Up-skilling criteria has been refreshed taking in further eligibility criteria. The figures are for Q1 results with Q2 to be reported at Q3.	Green	190	34		------	------	317
Lead and progress City Region developments on employability and skills - Support inclusive growth reducing poverty and inequality	Work in partnership across city regions to target the most vulnerable in our communities promoting Fair Work Practices, access to quality jobs and training, widening participation and access to support those with low skills and qualifications into further education and training opportunities	City Region Developments will be reported at Q3. The Working Matters (Successor) programme started early October .	Report Later	---	---		---	---	---

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Lead partnership approaches to tackling the causes and effects of poverty and inequality

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			------- Last 3 Years -------		
				Target	To Date	2016/17	2017/18	2018/19
Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	Community Planning Partnership Child Poverty Action Report to be published by June 2019	The South Lanarkshire Partnership Local Child Poverty Action Report was published ahead of the deadline in June. The report includes a range of actions to increase income from employment; increase income from benefits and reduce living costs. A consultation with families with a lived experience of poverty is underway to get feedback on our first plan and shape and inform our activity going forward.	Green	---	---	---	---	---
	A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities	The Financial Inclusion Network (FIN) continues to meet quarterly to share information; highlight challenges and identify opportunities for partnership working . Between meetings information is exchanged online and a new Welfare Reform Communications group has been established which will ensure key messages are being shared across the Network and wider Partnership to maximise awareness and uptake of benefits and entitlements . The FIN has assisted the production of the 5th Edition of the When Money is Tight booklet due for publication during Challenge Poverty Week in October. Other partnership groups focusing on issues such as digital inclusion; fuel poverty and payment of the Living Wage continue to meet regularly and progress local actions.	Green	---	---	---	---	---
	Proportion of people earning less than the living wage (Target >18.3%)	Target exceeded.	Green	18.3%	20.3%	18.7%	18.3%	------
	Number of Living Wage accredited employers in South Lanarkshire	Target achieved.	Green	77.0	77.0	------	------	------

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	2016/17	2017/18	2018/19
Deliver a core Finance function that meets the requirements of the council and external stakeholders	All employees will be paid correctly and on time - target 100%	This is reported annually. The figure reported position for 2018-19 was recorded as 99.97%. The 2019-20 figure will be reported in July 2020.	Report Later	100.00%	------	99.90%	99.98%	99.97%
	The cost per dwelling of collecting Council Tax - Target £7.00	To be reported at Q4.	Report Later	£7.00	------	£6.26	£7.08	£6.47
	Council Tax yield - Target 97.125%	To be reported at Q4.	Report Later	97.125%	------	97.125%	97.125%	97.125%
	Percentage of income due from Council Tax received by the end of the year - in year (incl water) 95.8%	Council Tax collection is currently 59.32%, ahead of target by 0.12% and ahead of comparable performance in 2018-19 by 0.13%.	Green	95.80%	59.32%	95.50%	95.70%	95.71%
	Other Council Tax targets: - in year (excl water) 96.2%	Council Tax collection at 30 September 2019 when Scottish Water debts are removed is 59.62%.	Green	96.20%	59.62%	96.00%	96.20%	96.20%
	Other Council Tax targets - arrears collection target £3.5m	Collection of Council Tax arrears to date totals £2.003m, behind target by £0.065m (1.8%). Target expected to be achieved.	Green	£3.500m	£2.003m	£3.483m	£4.175m	£4.016m
	Non Domestic rates - achieve income target of 98.0%	Non Domestic rates collection is currently 51.8%, ahead of comparable performance in 2018-19 by 0.1%.	Green	98.0%	51.8%	97.9%	97.0%	98.1%
	Sundry debt - target 98.0%	To date, a collection rate of 97.8% has been achieved, 0.2% behind target.	Green	98.0%	97.8%	98.0%	98.0%	98.0%
	Factoring - target 81.0%	Behind comparable performance in 2018-19 by 0.6%. Collection expected to be achieved in 2019/20.	Green	81.0%	62.0%	79.3%	80.1%	80.6%
	Housing Benefit and Council Tax Reduction Administration - Average processing times: new claims - Target 19 days	Processing times for new claims is currently 15 days, 4 days under target with annual target of 19 days expected to be achieved.	Green	19 days	15 days	22 days	22 days	16 days
	Change of circumstances - Target 6 days	Processing times for change of circumstance is currently 6 days, equal to target with annual target of 6 days expected to be achieved.	Green	6 days	6 days	6 days	5 days	4 days
	Accuracy of processing - Target 92%	Accuracy performance is currently 93.9%, ahead of target by 1.9%.	Green	92.00%	93.90%	90.60%	93.20%	93.70%
	Benefits Administration - Gross admin cost per Housing Benefit/Council Tax Reduction (HB/CTR) case - target £24.75	To be reported at Q4.	Report Later	£24.75	------	£20.62	£25.52	£26.96

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	2016/17	2017/18	2018/19
	Percentage of invoices sampled that were paid within 30 days - target 92.5%	Invoice processing currently 2.5% below target due to staff turnover and unplanned absence across Payables and Ordering teams.	Amber	92.5%	90.0%	94.5%	95.0%	92.1%
	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	The Annual Activity Report 2018-19 and the Quarter 1 2019-20 report were presented to the Finance and Corporate Resources Committee on 7 August 2019.	Green	---	---	---	---	---
	Support Services as a percentage of total gross expenditure - Target 4.4%	This is an LGBF indicator. The 2018-19 results will be published in January 2020 and the 2019-20 figures will be published in January 2021.	Report Later	4.4%	------	4.6%	4.4%	------
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 2019. The audit of the Accounts is complete and the council and all related/ supported bodies received a clean audit certificate before end September 2019.	Green	---	---	---	---	---
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 the statutory deadline	To be reported later.	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	2016/17	2017/18	2018/19	
Deliver the objectives of the Council Plan Connect	Performance reporting arrangements will be reviewed for 2019-20, with a refresh of the Connect next steps and revised guidance on creating SMART actions and measures within Resource Plans	Connect next steps have been reviewed and the revised list used to inform the 2019-20 Resource Plans. Guidance has been produced on the development of SMART measures, including good practice examples and a SMART measure template.	Green	---	---	---	---	---	
	Carry out a mid-term review of the Council Plan Connect 2017-22	A programme of work has been agreed to deliver a mid-term review of Connect by March 2020. Initial work has focused on a horizon-scanning exercise and review of how the council's objectives and priorities are presented.	Green	---	---	---	---	---	
Ensure that high standards of governance are being exercised	Annual council Good Governance Statement has been completed by due date and actions developed to address non-compliant areas	Preparations are underway for the 2019-20 review of Governance arrangements. This action will be reported in June 2020.	Report Later	---	---	---	---	---	
	Deliver annual risk management work plan including review of risk registers. Target 90%	There are 5 action contained within the 2019-20 Risk Management Workplan. One action - Insurers Fleet Review has been completed ahead of its target date of 31 December 2020. Insurers property surveys have been arranged and will be completed ahead of the target date of 31 December 2020. Progress has been made on the roll out of updated Road Risk Guidance and training, and it is envisaged that a report will be submitted to the CMT in the near future. Two further actions, Update of RM Strategy and Update of RM/Audit bulletins have target dates of 31 March 2020.	Report Later	90.0%	20.0%	100.0%	83.0%	80.0%	

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	This Year To Date	2016/17	2017/18	2018/19
	90% of risk control actions completed by due date (council-wide)	Two actions that had a target date between 1 April and 30 September 2019 have been completed on time. Both actions were in connection with updated fraud guidance, and training.	Green	90.0%	100.0%	100.0%	100.0%	100.0%
	90% of risk control actions completed by due date (Resource)	Two actions that had a target date between 1 April and 30 September 2019 have been completed on time. Both actions were in connection with updated fraud guidance, and training.	Green	90.0%	100.0%	100.0%	100.0%	100.0%
	Review of the council's top risks to be completed	Review of the top risk register has been completed and the outcome reported to CMT on 5/9/19.	Green	---	---	---	---	---
	A full review of the Risk Management Strategy to be undertaken during 2019-20	The review is scheduled to be completed by 31/3/20 - to be reported later.	Report Later	---	---	---	---	---
Support and facilitate open and transparent governance and decision making arrangements	Progress the mid-term review of the council's political management arrangements and submit report to Council for approval by Quarter 3	All feedback has been input from officers and the Standards and Procedures Advisory Forum has met on five occasions. Steady progress is being made and a further Forum meeting will be scheduled to consider a proposed revised Terms of Reference for Area Committees and continue discussions prior to any recommendations being made to Executive Committee, then Council.	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	2016/17	2017/18	2018/19
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 council is progressing improvement actions following feedback from the Keeper of the Records on the Council's Progress Update Report. The continued implementation of Objective will develop the elements of the Records Management Plan on business classification, retention scheduling, destruction arrangements and audit trail. Destruction processes for paper records at the council's Records Centre have been reviewed and updated.	Green	---	---	---	---	---
	Continue to develop South Lanarkshire Council's Records Management Plan following the Keeper's Assessment and Review	The council is progressing the implementation of Objective which will develop the elements of the Records Management Plan in relation to business classification, retention scheduling, destruction arrangements and audit trail. A report to the Information Governance Board on 24 September 2019 on a new approach to retention scheduling has been agreed for Resources to progress.	Green	---	---	---	---	---
	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	The Information Governance Board continues to build and strengthen the good communication culture across the council. The Data Protection Policy was approved on 1 May 2019 and replaces the privacy policy on the internet and intranet. Briefing notes on the General Data Protection Regulation (GDPR) are available on the intranet. Other policies such as data sharing have been updated to reflect the Data Protection Policy. Information security manager updated the Information Governance Board on data loss prevention at its meeting on 24 September 2019.	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 Target	To Date	2016/17	2017/18	2018/19
	Support the continued learning and development of our employees in the area of information governance	Training on law enforcement and Data Privacy Impact Assessment was delivered in May 2019. All Learn on line courses have been updated.	Green	---	---	---	---	---
	Implement the lessons learned from the Phase 1 of the Electronic Document Records Management System (EDRMS) – Objective	The council continues to progress phase 2 implementation of Objective and Resources are developing their timetables and associated work plans to go live on the system.	Green	---	---	---	---	---
Provide an effective grant claims management service	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%	0.00%	0.00%
Deliver an effective internal audit service	Completion of Audit Plan and issue of draft reports by 31 March	Audit plan assignments progressing with 67% of the plan in progress (29/43 assignments) and 5% issued as draft (2/43). Plans in place to deliver Audit Plan by 31 March 2020.	Green	---	---	---	---	---
	Prepare a Statement of Assurance by 30 April	2018-19 assurance statement was prepared by 25 April 2019. Statement has been presented to CMT (23 May 2019) and RASC (19 June 2019). Action achieved.	Green	---	---	---	---	---
	90% of audit actions completed by due date (council-wide)	As at the end of Quarter 2, 56 out of 57 (98%) of audit actions due were complete. The target of 90% has been achieved.	Green	90.0%	98.0%	92.0%	98.0%	91.0%
	90% of audit actions completed by due date (Resource)	As at the end of Quarter 2, 18 out of 18 (100%) of audit actions due were complete. The target of 90% has been achieved.	Green	90.0%	100.0%	100.0%	100.0%	96.0%
	80% assignments delivered within budget	76% within budget (13/17). Anticipate target will be met at Q4 when the majority of planned work will be concluded.	Amber	80.0%	76.0%	80.0%	82.0%	80.0%
	80% draft reports delivered within 6 weeks of file review	100% of draft reports delivered within 6 weeks (3/3).	Green	80.0%	100.0%	88.0%	87.0%	80.0%

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 ----------			------- Last 3 Years -------		
				Target	To Date		2016/17	2017/18	2018/19
	Comparison of current practice with best practice in relation to the management of fraud risk to be undertaken during 2019-20	Included in 2019-20 Audit Plan and scheduled for completion later in the year.	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		2016/17	2017/18	2018/19
Compliance with statutory response timescales for information in terms of FOISA, EI(S)R and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (Resource)	In Q1, the Resource received 91 requests for information and responded to 82 requests within the statutory timescales. A high level analysis of reasons for late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis the most likely reason for a late response has been identified as "Procedural" (8 requests). A delay arising from the procedural processing of the request - examples would be a delay in obtaining information from other Resources in relation to a joint response or delay arising from a procedural stage of processing such as a delay in obtaining approval for responses etc. The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. The Resource will participate in this project.	Red	96.0%	90.1%		94.8%	95.6%	92.8%

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	2016/17	2017/18	2018/19
	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide)	In Q1, the council received 412 requests for information. It responded to 389 requests within the statutory timescales. A high level analysis of reasons for the late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis, the most likely reason for a late response has been identified as "Resources" (19 requests). A delay of any sort arising from staff absence, a spike in the number of requests, or a few complex requests placing demands on the Resource capacity to respond. The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. All Resources are being encouraged to participate in this project.	Red	96.0%	94.4%	96.8%	96.3%	93.8%

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	2016/17	2017/18	2018/19
	96% 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, the Resource did not receive any requests for information.	Contextual	96.0%	------	98.7%	------	100.0%
	96% 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, the council received 84 requests for information. It responded to 78 within the statutory timescale. A high level analysis of reasons for the late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis, the most likely reason for a late response has been identified as "Resources" (19 requests). A delay of any sort arising from staff absence, a spike in the number of requests, or a few complex requests placing demands on the Resource capacity to respond. The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. All Resources are being encouraged to participate in this project.	Red	96.0%	92.9%	98.5%	96.3%	91.1%

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	2016/17	2017/18	2018/19	
	90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (Resource)	In Q1, the Resource received five requests to access personal data and responded to all within the statutory time scale.	Green	90.0%	100.0%	100.0%	94.1%	86.7%	
	90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (council-wide)	In Q1, the council received 76 requests to access personal data. It responded to 60 requests within the statutory timescale. A high level analysis of reasons for the late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis, the most likely reason for a late response has been identified as "Resources" (19 requests). A delay of any sort arising from staff absence, a spike in the number of requests, or a few complex requests placing demands on the Resource capacity to respond. The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. All Resources are being encouraged to participate in this project.	Red	90.0%	79.0%	96.7%	87.6%	80.8%	
	Monitor Information Governance compliance and provide quarterly updates to the Corporate Management Team	Briefing notes are available on the intranet. Quarterly updates are provided to CMT and now includes year to date information. The Improvement Unit is working with the Information Governance Board to take forward a performance improvement action plan. Performance improvement is being changed to on going monitoring.	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	2016/17	2017/18	2018/19
Provide support to elected members	Deliver training identified following training needs analysis by target date agreed with members. Monitor and evaluate the delivery and attendance and report bi-annually	Training Needs survey issued on 16 September to Elected Members covering IT Training to coincide with the Elected Members HP Upgrade Programme. In Q1 & 2, elected members filled 216 places at a range of Learning and Development events including Housing Allocation Policy Review, Education Appeals Committee, Code of Conduct, Participatory Budgeting, Review of Leisure and Culture in South Lanarkshire and Health & Social Care. Personal Safety for Elected Members e-learning package made available June 2019.	Green	---	---	---	---	---
Administer the council's Committees, Forums and Joint Boards effectively	Final agendas to be issued electronically 5 clear days in advance to meet the requirements of the Council's Standing Orders: Target 100%	100% target achieved.	Green	100.0%	100.0%	100.0%	100.0%	100.0%
Provide support to Chief Executive in relation to correspondence, enquiries, consultations and complaints	Achieve 90% of substantive responses within 10 days of receipt	Continue to meet target	Green	90.0%	95.2%	93.8%	95.2%	92.0%
Support the democratic functions of the council	Encourage local democracy through support for Community Councils. 85% of Administration Grants to be paid to Community Councils by 30 September 2019	31 out of 34 Community Councils have been paid their 2019-20 grant monies.	Green	85.0%	91.1%	------	------	80.0%

Deliver professional legal services

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	---------- This Year ----------		------- Last 3 Years -------		
				Target	To Date	2016/17	2017/18	2018/19
Ensure that Licensing and Registration	Civic Government licensing processing target - 95% within service targets	Target has been met.	Green	95.0%	99.0%	99.0%	97.0%	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 Target	This Year To Date	Last 3 Years 2016/17	Last 3 Years 2017/18	Last 3 Years 2018/19
Services are provided professionally and promptly	Statutory Civic Government (Scotland) Act 1982 statutory timescales - 100% within service targets	Statutory target has been fully met.	Green	100.0%	100.0%	100.0%	100.0%	100.0%
	Liquor licensing processing target - 85% within service targets	Target has been met.	Green	85.0%	98.0%	89.0%	88.0%	91.0%
	Registration processing target - 95% within service targets	Target has been met.	Green	95.0%	99.0%	99.0%	99.0%	98.0%
	Citizenship processing target - 95% within service targets	Target has been met.	Green	95.0%	100.0%	99.0%	100.0%	99.0%
	Complaints processing target - 95% within service targets	Target has been met.	Green	95.0%	100.0%	98.0%	100.0%	100.0%
Ensure that professional legal advice is provided in respect of the council's daily business	Legal Services will meet the target of 6,875 chargeable hours per quarter (27,500 p.a.) in respect of legal services provided, including: contract law, procurement, conveyancing, tribunal hearings, court actions and legal advice	Legal Services is currently 4.4% above target for chargeable hours for the year to date.	Green	27,500 hours	14,380 hours	32,986 hours	29,820 hours	30,507 hours

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	2016/17	2017/18	2018/19
Ensure that the council meets its obligations under Health and Safety legislation	Number of accidents per 1,000 employees (council-wide)	The total incidence rate for Q2 2019-20 is 13.8, this is an increase compared to the 2018-19 figure of 13.5. The year to date figure has increased from 22.6 (2018-19) to 34.2 (2019-20). This increase primarily relates to the increase in violent incidences being recorded. The accident incidence rate is used to measure a change in the organisation's own progress. Comparison at national level is not particularly easy as there is no "unitary authority" comparator. This measure can only be used primarily as an indicator of progress and not necessarily as a target, as there can be a large number of external factors to include severe weather. Calculation is (number of incidents/(average employee numbers) * 1,000.	Contextual	------	34.2	46.1	65.4	58.3
Raise awareness of equality obligations throughout the council	Identify and make appropriate links between the Equality Impact Assessment process and the requirements of the Fairer Scotland Duty by March 2020	This is on hold until the outcome of the Scottish Government review is known, there is no publication date as yet. The outcome of the review has slipped several times the last update advised the outcome would be available late summer or early autumn.	Report Later	---	---	---	---	---
	Review the publishing of impact assessments on the council website with IT	A database has been devised and the gradual process of publishing assessments to catch up is underway.	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	2016/17	2017/18	2018/19	
Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Review the Equality Impact Assessment online recording tool and the process by 30 April 2020	This is on hold until the outcome of the Scottish Government review is known, there is no publication date as yet. The outcome of the review has slipped several times the last update advised the outcome would be available late summer or early autumn.	Report Later	---	---	---	---	---
	The % of the highest paid 5% employees who are women. Target >45.9%	This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021.	Report Later	45.9%	------	46.7%	45.9%	48.8%
	The gender pay gap between average hourly rate of pay for male and female council employees. Target <5.9%	This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021.	Report Later	5.9%	------	5.9%	6.1%	5.1%
Ensure equality in pay, linked to protected characteristics in line with duties	Monitor, review and revise the equal pay action on an ongoing basis and complete an equal pay review across all areas of the council by March 2020	To be reported later.	Report Later	---	---	---	---	---

Develop and implement effective financial strategies

Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	---------- This Year ----------			------- Last 3 Years -------		
				Target	To Date	2016/17	2017/18	2018/19	
Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements	Update 2020-21 financial strategy by summer 2019	An update to the 2020-21 Budget Strategy was presented to Executive Committee in June 2019. This will be re-presented to members in the autumn along with savings proposals. It will be further reviewed as required, as the budget process continues.	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	Council approved a change to the Treasury Management Strategy on 26 June 2019.

The Annual Activity Report for 2018-19 was presented to the Finance and Corporate Resources Committee on 7 August 2019. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

Develop and implement effective financial strategies

| Action | Measures *(non statistical measures shaded grey)* | Comments/ Progress | Status | This Year | | Last 3 Years | | |
				Target	To Date	2016/17	2017/18	2018/19
Deliver effective operation of service functions within budget	Ensure revenue and capital expenditure is within budget	As at 16 August 2019, the Revenue budget showed an underspend position of £6.346m while the Capital programme was behind profile by £0.192m, reflecting timescales for the Early Learning Unit project which is now complete.	Green	---	---	---	---	---
Implement the Procurement Strategy Action Plan	Complete actions in action plan within the agreed timescales	Procurement Strategy action plan is progressing in accordance with timescales, with an update and new actions reported to Finance and Corporate Resources Committee in October 2019.	Green	---	---	---	---	---

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	2016/17	2017/18	2018/19
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 were available to council Resources for 99.9% of core business time.	Green	98.00%	99.90%	99.96%	99.95%	99.97%
	95% of Help Desk calls will be achieved within Service Level Agreement (SLA) targets	100% of Service Centre fault calls were achieved within Service Level Agreement (SLA) targets.	Green	95.0%	100.0%	99.3%	100.0%	100.0%
	95% of IT Hardware and Software installations will be achieved within SLA targets	100% of hardware and software installations were achieved within Service Level Agreement (SLA) targets.	Green	95.0%	100.0%	99.1%	100.0%	100.0%
Communicate our IT vision, values and policies	IT Services will regularly report progress on the council's priority ICT projects	Quarterly update presented to CMT on 26 September 2019.	Green	---	---	---	---	---
	IT Services will maintain 95% of current ICT Projects at Green/Complete at any given point in the service planning year	At Q2, 97.86% of the ICT Service plan projects were at green/complete status.	Green	95.00%	97.86%	95.20%	97.00%	95.00%
	Complete the IT hardware and software installation for the new housing and property management system	Project progressing to schedule. Module development and data import continues. Workshops and system training also underway.	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	2016/17	2017/18	2018/19
	Complete the roll out of workforce scheduling software for home care services	Gcloud tender process complete and award/legals also complete. Workshops already underway with pilot project to be delivered in December 2019.	Green	---	---	---	---	---
	Phase 2 implementation of the new corporate electronic document and records management system (EDRMS) will see the system rolled out across the council to promote compliant, secure and efficient collaborative working	Project planning phase initiated with first task an upgrade of the current system. Progress being made in Resources albeit final project plan to be agreed by Project Review Board.	Green	---	---	---	---	---
	Develop a digital inclusion stategy	Digital inclusion strategy will be completed by the end of Resource Plan year 2019-20. Commenced citizen survey of internet usage and digital inclusion to inform strategy.	Green	---	---	---	---	---
	Complete procurement for migration of server and storage estate to cloud hosted solution	Procurement and award to be completed no later than June 2020. Stage 1 of procurement currently in progress.	Green	---	---	---	---	---
Manage and deliver effective IT Security	Security policies and frameworks will be maintained to current national and international standards including implementation of the Scottish Public Sector Action Plan on Cyber Resilience and achieving Cyber Essentials Plus accreditation and maintaining the UK Cabinet Office Public Sector Network (PSN) certification	PSN certification has been achieved. Implementation of the Public Sector Cyber Resilience Action Plan is progressing well and preparations are now underway for Cyber Essentials re-accreditation renewal in November.	Green	---	---	---	---	---
	Formal business continuity plans and processes are in place for the council's business critical information systems	IT Services business continuity plans were last reviewed and updated in December 2018. Next review will take place no later than December 2019.	Green	---	---	---	---	---
	97% of scheduled backups will be successfully completed within the agreed service levels	98.95% of scheduled backups were successfully completed within the agreed service levels.	Green	97.0%	99.0%	98.6%	98.7%	99.1%

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	2016/17	2017/18	2018/19
Progress the council's Digital Strategy within the Resource	IT Services will regularly report progress on digital transformation activities	Quarterly update presented to CMT on 26 September 2019. This included information about October relaunch of Scottish Local Government Digital Office programme.	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	2016/17	2017/18	2018/19
Implement effective Best Value Management arrangements to ensure continuous improvement and efficient and effective service delivery	Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery	The council's self-assessment and improvement programme uses benchmarking data, including the Local Government Benchmarking Framework, to identify areas of potential under-performance. This helps drive service improvement through evidence-based self-assessment. The LGBF is also used to develop an action plan for areas where services perform below the Scottish average. In 2019-20 this will be enhanced with an analysis of family groups within the LGBF.	Green	---	---	---	---	---
	Progress actions arising from BVAR 2019 within agreed timescales	An action plan addressing the recommendations within the BVAR was presented to the meeting of the Council on 26 June 2019. The action plan will be implemented and reported throughout the 2019-20 reporting year.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Develop improvement activity and promote scrutiny

				---------- This Year ----------			------- Last 3 Years -------		
Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	Target	To Date	2016/17	2017/18	2018/19	
Lead on compliance with the national complaints handling procedures as determined by the Scottish Public Services Ombudsman (SPSO)	Maintain awareness of the process and share learning from complaints through quarterly and annually reporting: Website updated quarterly, within 5 working days of CMT approval	The annual complaints report was presented to the Corporate Management Team (CMT) on 1 August and to the Executive Committee on the 28 August 2019.

The quarterly report for the period ending June 2019 (Q1) was presented to the CMT on 19 September 2019. Website to be updated to show Q1 figures. | Green | --- | --- | --- | --- | --- | |
| Review the council's approach to Performance Management on an ongoing basis | Further develop the Annual Performance Spotlights to take into account suggestions made by external auditors – by March 2020 | All Annual Performance Spotlights now feature infographics showing whether performance is improving or not and whether the target has been met (if appropriate). The ability to click on links under each spotlight for related information has been added. These enhancements respond directly to the auditors' suggestions. | Green | --- | --- | --- | --- | --- | |

Improve the skills, flexibility and capacity of the workforce

				---------- This Year ----------			------- Last 3 Years -------		
Action	Measures *(non statistical measures shaded grey)*	Comments/ Progress	Status	Target	To Date	2016/17	2017/18	2018/19	
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Launch the Recruitment Strategy and revised recruitment procedures to employees and managers by 31 March 2020	Work is ongoing in respect to changes in recruitment.	Report Later	---	---	---	---	---	
	Labour turnover rate to be contained at 5% or less (Resource)	At the end of Quarter 2 the Resources labour turnover rate was 2.3%. This represents an increase of 1.1% when compared with Quarter 1.	Green	5.0%	2.3%	3.2%	4.5%	4.1%	
	Labour turnover rate to be contained at 5% or less (council-wide)	At the end of Quarter 2 the Council wide labour turnover rate was 2.5%. This represents an increase of 1.7% when compared with Quarter 1.	Green	5.0%	2.5%	3.0%	4.8%	4.6%	
	Sickness absence days per teacher	This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021.	Report Later	------	------	6.5	6.0	6.1	

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	2016/17	2017/18	2018/19	
	Sickness absence days per employee (non teacher)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021.	Report Later	------	------	11.6	11.5	12.0	
	100% coverage of Performance Appraisals (PAs) of employees in scope (Resource)	At the end of Quarter 2 the Resource completion rate was 60%. This represents an increase of 27% when compared with Quarter 1.	Amber	100.0%	60.0%	94.3%	96.6%	90.0%	
	100% coverage of Performance Appraisals (PAs) of employees in scope (council-wide)	At the end of Quarter 2 the Council wide completion rate was 47%. This represents an increase of 28% when compared with Quarter 1.	Amber	100.0%	47.0%	87.6%	90.5%	88.0%	
	Work towards the 2020 accredited review of Investors in People to achieve gold status	The 2019 interim review is planned and scheduled for late October through to the end of November. The senior leaders reviews will be conducted on 24 and 25 October with the outcomes being cascaded into the full review in November. Report is due for publication in January 2020.	Report Later	---	---	---	---	---	
Utilise the council workforce strategy toolkit to review and produce workforce plans to be in place by 2020	Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle (Resource)	The Resource workforce plan has been reviewed and will be reported to Finance and Corporate Committee during Q4 2019-20.	Green	---	---	---	---	---	
	Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle (council-wide)	The council-wide plan for 2020-23 will be presented to CMT on 28 November and the Resource plans will be reported to Resource committees during Q4 2019-20.	Green	---	---	---	---	---	
Deliver an Apprenticeship Programme consistent with the needs of the council	Minimum 90%+ South Lanarkshire Council Apprentices will achieve their Modern Apprenticeship certification	The council is engaging with 230 apprentices. To date 41 have achieved full certification (19 social care, 18 child care and 4 admin), and 2 apprentices have left the programme early reducing the number to 187 apprentices. The achievement rate in relation to achievers is currently 95%.	Green	90.0%	95.0%	------	100.0%	100.0%	

Delivering the plan and achieving best value

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	2016/17	2017/18	2018/19
Maintain a Communications Strategy which outlines how effective internal and external communications will be delivered	Annual update by March 2020	To be reported later.	Report Later	---	---	---	---	---
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 the South Lanarkshire level and for areas underneath it to aid decision-making and resource allocation	The Economic Dashboard has been completed and made publicly available.	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 inspection of the situation of Looked After Children.	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	Briefings on various topics (for example Fairer Scotland for Older People Framework, Skills Action Plan for Rural Scotland, and Big Climate Change) continue to be produced and circulated.	Green	---	---	---	---	---
Administer grants effectively in line with following the public pound	Audit 100% of community grants allocated through Area Committees	Continue to audit all Community Grants for proof of spend	Green	100.0%	100.0%	100.0%	100.0%	100.0%
Achieve customer service targets in person (Q and A) and by telephone (Customer Service Centre)	Customer Service Centre - 95% calls answered	A combination of annual leave and staff absence has resulted in a reduction in performance. Target is expected to be met by the end of the financial year.	Amber	95.0%	91.0%	------	------	------
	Waiting times less than 60 seconds	A combination of annual leave and staff absence has resulted in a reduction in performance. Target is expected to be met by the end of the financial year.	Amber	60	73	------	------	------

Delivering the plan and achieving best value

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	2016/17	2017/18	2018/19
	Q and A - Customer satisfaction: Target 97%	At the end of Q2 900 (out of 900) customers were surveyed in five Q and A offices resulting in a 100% satisfaction rate.	Green	97.0%	100.0%	------	------	------
	Customer appointments: Target 100% within 3 days	Minor slippage against target. From 374 completed appointments 2 had to be rearranged at short notice due to unexpected resource shortage. Customers were contacted, apology issued and customers happy to rearrange. Target expected to be met by Q4.	Amber	100.0%	99.5%	------	------	------
	Scottish Welfare Fund- average processing times: - Crisis Grants: Target 2 working days	Processing times for Crisis Grants is currently equal to target	Green	2 days	2 days	------	------	------
	Community Care Grants: Target: 15 working days	Processing times for Community Care Grants is currently equal to target	Green	15 days	15 days	------	------	------