

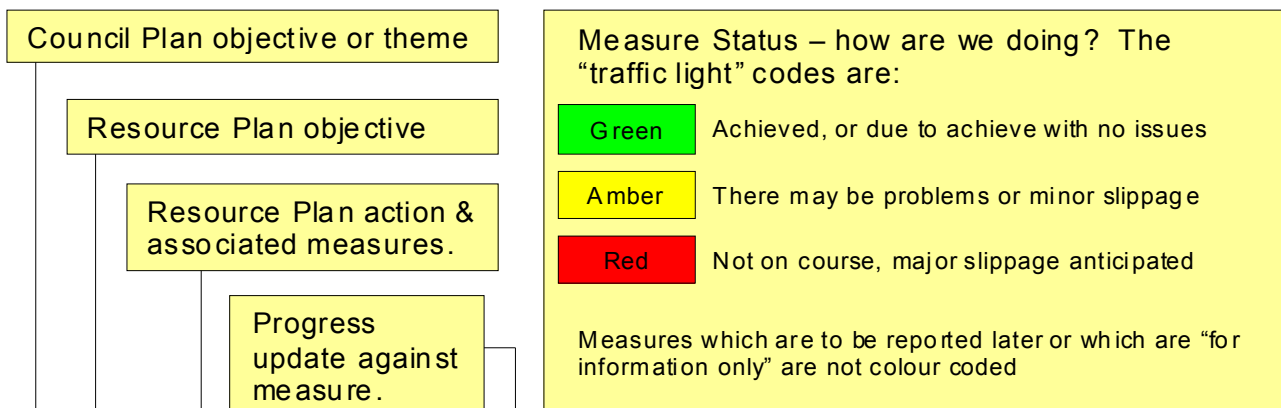
Finance and IT

improve

Resource Plan Performance Report Quarter 2 (Jul-Sep) - 2011/12

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.



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	This Year		Previous Years		
				Target	To date	2008/09	2009/10	Trend
Further implement the carbon management plan to reduce greenhouse gas emissions	Reduce the Council's greenhouse gas emissions by March 2010 compared to 2005/06 baseline Carbon management plan actions covering all key areas of emissions refreshed in March 2011	Current carbon reduction projects cover all resources. These projects will be reviewed and refreshed in March 2011 by members of the carbon management group.	Unknown	0.0%	0.0%	5.6%	Not avail	⬜
	Switch Off energy campaigns held in October 2010	The carbon management group are currently planning the 2010 energy reduction campaign to align to the national event, 'Energy Saving Week'.	Green	---	---	---	---	---
Implement the public sector duty under the Climate Change (Scotland) Act 2009.	Review the carbon management plan by January 2011 once guidance on new public sector duties in the Climate Change (Scotland) Act 2009 are clarified	Review of existing Carbon Management Plan on going. Public sector duties within the Climate Change (Scotland) Act 2009 will be taken into account in the revised version of the carbon management plan.	Green	---	---	---	---	---
	Review of SDS to be started by July 2010, and published for consultation Jan 2011	This action will be delayed due to the departure of the Council's sustainable development officer.	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	This Year		Previous Years		
				Target	To date	2008/09	2009/10	Trend
Continue to develop mechanisms for the recycling and of municipal waste in order to achieve Scottish Government waste targets. Review our contracts for schools and of buildings in order to increase recycling. We will provide effective and household waste collection services consistent with the same period last	The amount of biodegradable waste sent to landfill	To be reported in the second quarter	Unknown	73,730	Not avail	77,342	73,730	⬆
		second quarter	Unknown	40.0%	Not avail	37.0%	40.2%	⬆
		second quarter	Unknown	1.3 tonnes	Not avail	1.4 tonnes	1.3 tonnes	⬆
			Unknown	208	152	144	152	⬆
			Green	Not avail	£13.45	£64.07	£69.17	⬆
			Green	Not avail	£19.21	£75.47	£80.80	⬆
		Green	95.0%	99.4%	99.0%	98.9%	⬆	

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 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

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 / Contextual	Total
Efficient and effective use of resources	53	2		5	60
Performance Management and Improvement	25			1	26
Vision and Strategic Direction	22	1		6	29
Governance and Accountability	9	1		3	13
<i>Partnership Working, Community Leadership and Engagement</i>					
<i>Raise educational attainment for all</i>					
<i>Increase involvement in lifelong learning</i>					
<i>Improve health and increase physical activity</i>					
<i>Improve the quality of the physical environment</i>					
<i>Improve the road network and public transport</i>					
<i>Improve community safety</i>					
<i>Support local economy by providing the right conditions for growth, improving skills and employability</i>					
<i>Develop services for older people</i>					
<i>Increase participation in arts and culture</i>					
<i>Improve lives of vulnerable children, young people and adults</i>					
<i>Improve quality, access and availability of housing</i>					
Total	109	4	0	15	128

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 <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Core business relating to Finance & IT Resources	Revenue Budget compared to Actual (Financial Periods and year end - for Resource) for 2011/12	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 2011/12 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 2011/12	Loans fund interest rate will be calculated at the end of the financial year.	Report Later	---	---	---	---	---
	Monitor performance of Insurance Fund		Report Later	---	---	---	---	---
Update medium term Financial Strategy following 3 year settlement	Completion of update by October 2011	Achieved	Green	---	---	---	---	---
	Reporting of medium term financial strategy on an annual basis	Achieved	Green	---	---	---	---	---
	Risk Assessment, Measurement and Evaluation	Detailed financial settlement will not be received by the Council until December 2011. This is unlikely to have figures for the Council covering the years beyond 2012/13. National Spending Review data was received in September.	Green	---	---	---	---	---
Prepare 2012/13 Revenue Budget	Declare Band D Council Tax by due date (February 2012), reflecting budget declaration and approval.	The 2012/13 Budget Strategy was presented to the Executive Committee in June. Work is ongoing to progress this strategy.	Green	---	---	---	---	---
	Setting of the budget by statutory deadline	The 2012/13 Budget Strategy was presented to the Executive Committee in June. Work is ongoing to progress this strategy.	Green	---	---	---	---	---
Prepare 2010/11 Annual Report and Accounts	Accounts completed by 30 June and receipt of clear audit certificate by 30 September	Accounts completed by 30 June and achieved clear audit certificate by 30 September.	Green	---	---	---	---	---
	Contribution to Single Outcome Agreement and Community Planning Partnership agreement reflected in Annual Report and Accounts	Finance and IT Resources have reflected the Strategic Outcome Agreement and Community Planning Partnership in the Annual Report and Accounts.	Green	---	---	---	---	---
	Meet timetable of requirements for SORP and ACOP compliance	Targets met and accounts completed by 30 June 2011.	Green	---	---	---	---	---
	Meet timetable of requirements for IFRS compliance and Code of Practice	Targets met and accounts completed by 30 June 2011.	Green	---	---	---	---	---
Control 2011/12 Capital and Revenue Budgets (incl. Trading Accounts).	Effective budgetary control and reporting arrangements in place (revenue, capital and trading accounts)	Variance between budget and actual monitored on an ongoing basis.	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 <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Ensure sound link with budget and service planning	Financial out-turn of Council performance against budgets (financial periods and year end)	The probable outturn exercise will commence in October / November with results reported in December / January.	Green	---	---	---	---	---
	Timely reporting of financial information, meeting Committee Reporting cycles during 2011/12	All information will be provided in line with timetables as set.	Green	---	---	---	---	---
	Trading Accounts budgeted surplus realised March 2012	Variance between budget and actual monitored on an ongoing basis.	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.	Achieved	Green	---	---	---	---	---

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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Core business relating to Finance and IT Resources, IT Services	Critical Business Systems will be available to Council Resources for 98% of core business time		Green	95.0%	99.0%	100.0%	99.0%	↓
	98% of Help desk calls will be resolved within SLA targets		Green	98.0%	97.0%	98.0%	99.0%	↑
	98% of hardware installs will be achieved within SLA		Green	98.0%	98.0%	99.0%	98.0%	↓
	98% of software installs will be achieved within SLA		Green	98.0%	98.0%	99.0%	98.0%	↓
Deliver the effective operation of the ICT function with over all responsibility for the corporate ICT budget including income	Deliver the ICT function within revenue budget	Budget spend and income being closely monitored and probable outturn being prepared.	Green	---	---	---	---	---
	Deliver Capital Programme Projects on time and within budget	Capital projects progressing to plan.	Green	---	---	---	---	---
	Deliver Diagnostic savings at 13% of revenue budget per annum	Regular review and monitoring of anticipated savings taking place.	Green	---	---	---	---	---
	Ensure sound governance of the ICT Fund		Green	---	---	---	---	---
Manage and deliver ICT programmes and major ICT projects ensuring that significant programmes achieve their objectives	Education - Schools modernisation and ICT for schools managed service	IT Services support to the Schools Modernisation Programme is continuing with further decants and new builds successfully concluded over the Summer period. The implementation of the Schools Managed Service contract with RM is continuing on schedule with no issues to report.	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
	Social Work - SWISplus statutory developments and IMPROVe Phase 4	A range of SWISplus developments have been prioritised and approved within the SW IT Service Plan, and these are progressing, as is planned work in relation to IMPROVe Phase 4.	Green	---	---	---	---	---
	Finance and IT - FMS and HRMS, Release 12 upgrades and Tax Year End.	<p>A recommendations report on the proposed R12 Upgrade was presented to Heads of Service in Finance, Personnel and IT Services on 6th July.</p> <p>The project has now moved to the delivery phase. There has been some project slippage due to technical difficulties in relation to the initial Operating System and Database Upgrade. This is potentially impacting the planned go-live dates but it is hoped that some of the time can be recovered during the course of the project.</p> <p>Tax Year End work in relation to HR/Payroll was successfully completed on schedule.</p>	Amber	---	---	---	---	---
	Enterprise - EDRMs and Roads Costing Integration	<p>The majority of the Service Plan for Enterprise Resources is on schedule with no major issues to report.</p> <p>Planned EDRMS developments have been subject to some slippage due to other EDRMS priorities but is expected that this will be reviewed and progressed on completion of the EDRMS implementation with Revs and Bens.</p> <p>Equally concerns over the integration of Roads Costing to IProc are being managed at a senior level.</p>	Amber	---	---	---	---	---

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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
	Housing and Technical - EDRMs for Benefits and Housing online	<p>Work on the delivery of the IT Service Plan for H&TR continues on schedule.</p> <p>Significant resource has been allocated to the implementation of EDRMS with Revenue and Benefits and the live deployment of the solution has commenced on Monday 3rd October 2011 with a phased implementation planned over the period 3/10 to 14/10. Initial feedback from users has been very positive.</p>	Green	---	---	---	---	---
	Modernising Government - Infrastructure Review, SLLC Website, Reducing Burdens Portal, EDRMs	<p>Work is progressing in relation to the many projects contained within the Mod Gov Service Plan for 2011/12.</p> <p>Development of the Reducing Burdens portal is complete and the site is now live with the pilot Local Authorities now populating the site with their content.</p> <p>Work on the migration of the SLLC Web-site has been successfully completed and the new site went live on 5th October 2011. Preparation is being made for the Better Connected survey in November 2011.</p> <p>There are several streams of key EDRMS activity, including the implementation of revised infrastructure and the implementation within Revs and Bens which went live on 3rd October 2011.</p>	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
	Corporate - UK Parliamentary Election 2011, Legal Case Management Review, Elected Members support and eLearning	<p>IT support to the Scottish Parliament Election in May 2011 was completed, and work has now started on the support of the Local Government Elections in May 2012.</p> <p>The implementation of the Legal Case Management software is complete and the system is currently operational. Initial feedback from users has been very positive.</p> <p>Work is continuing on the development of an IT Strategy for Elected Members ICT provision.</p>	Green	---	---	---	---	---
	Community - Telematics procurement and fuel management implementation	The tender process for the Community Resources Telematics project is well underway. The PQQ process has been completed and CMT has now approved the project proceed to formal ITT.	Green	---	---	---	---	---
Facilitate ICT Strategy in line with Modernising and Efficient Government Agendas	Approvals by CMT and Committee	A number of Projects within the IT Service Plan for 11/12 contribute to the delivery against this action.	Green	---	---	---	---	---
	No more than 5% of ICT projects red at anytime in the Service Plan	<p>The IT Service Plan and its associated priorities for 11/12 were reported to CMT on 14th July 2011. The Service Plan remains on schedule for successful delivery and regular progress updates are provided 8-weekly to CMT.</p> <p>Updates are also provided to the ICT Programme Board.</p>	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
	Maximise use of corporate systems and other ICT assets	IT Managers and members of the ICT Programme Board are aware of the strategy to maximise our use of existing assets as far as is possible, and this continues to be the first option to be examined when preparing a response to any new business requirement.	Green	---	---	---	---	---
	Agree prioritisation via ICT Programme Board	The IT Service Plan for 2011/12 has been prepared and agreed by the ICT Programme Board on the basis of a revised 'weighting' mechanism introduced via the IT Toolkit. The ICT Programme Board reviewed the Top 10 development projects per Resource, and from this has agreed a Top 25 developments projects across the Council. Details of the top 25 were presented to CMT on 14th July. The ICT Programme Board will receive regular updates on delivery against these priorities and will also undertake a mid-year review of the IT Service Plan in October/November 2011.	Green	---	---	---	---	---
Develop ICT Security Policies to gain compliance with ISO 27001 standard	Update security policies to ISO 27001	Policy updates being developed and will be the subject of a specific communication plan.	Green	---	---	---	---	---
	Target no loss of service due to virus or malware activity	No issues to report, protection and monitoring services stable and operating satisfactorily. Investigation procedures responding as appropriate to incidents.	Green	---	---	---	---	---
	Further development of service continuity for business critical systems	Service continuity plans continue to develop, validation exercises planned in 2 key applications. Note recent response to Caird outage dealt with within SLA.	Green	---	---	---	---	---
	Update and brief Employee Codes of Conduct in respect of Information Security	Policy updates identified and communication plan being prepared for Executive Director approval. Information security to be included as a Learn on Line module in the process of approval by the Information Governance board.	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Effective Participation Efficient Government Agenda in respect of Shared Services, Support Diagnostics, Customer Services and Access, Strategy Development, Best Value 2, Customer First and Data Sharing Partnerships	Increase CAIRD income in line with Strategy Review, targeting new customers		Report Later	---	---	---	---	---
	Develop Payroll and HR customers, targeting new customers within the year	No positive progress to report in relation to HR/Payroll Shared Services although the publication of the McClelland Report - Review of ICT Infrastructure in the Public Sector in Scotland may well increase the emphasis on shared applications provision. IT Services continue to support the Council's Customer Contact implementation and are involved in several work streams. On Customer First and Data Sharing we continue to be involved and are anxious to see positive outcomes from the Improvement Service.	Green	---	---	---	---	---
	Maintain Council website in upper quartile and retain transactional status	The Council re-launched its redesigned WEB Site in May 2011. Transaction levels remain high, and is in the process of further development for Resources' efficiency proposal in respect of chargeable services.	Green	---	---	---	---	---
To take direct operational responsibility for the effective operation of the ICT function with overall responsibility for the corporate ICT budget including income	Measured and reported via the Service Planning Framework at Council and Resource levels	Service Planning framework continues to be reported to the Council's Corporate Management Team as well as the ICT Programme Board.	Green	---	---	---	---	---
	At Council Wide level, report on performance and major project initiatives to CMT on 8 weekly basis. Success to be defined as 95% of current Service Plan projects green or amber at any time.	Service Planning framework continues to be reported to the Council's Corporate Management Team as well as the ICT Programme Board. Service Planning Priorities continue to remain on schedule.	Green	---	---	---	---	---
Green ICT Strategy	Extend ICT Strategy to Include a green ICT Plan that is efficient, responsible, and sustainable by June 2011	Slight delays due to competing service commitments. Being actively managed by the Head of IT Services.	Green	---	---	---	---	---
	Define and implement as many actions from areas of ICT carbon reduction as are practicable and necessary via the ICT Carbon Reduction Action Plan. (Timescales included for each project in this plan)		Report Later	---	---	---	---	---
	Undertake a SEA of new ICT by August 2011		Report Later	---	---	---	---	---

Efficient and effective use of resources

Prepare and Deliver a Procurement Strategy that drives £9m savings between 2010/11 and 2012/13

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Develop the Procurement Service	Undertake a review of the Procurement Service and report recommendations as per report to CMT	review ongoing anticipate final report to CMT October 2011.	Green	---	---	---	---	---
	have in place a formally approved Procurement Strategy for the Council by September 2011	Final version of Procurement Strategy approved by CMT September 2011.	Green	---	---	---	---	---
	Contribution to efficiency savings as determined by the Financial Strategy	Efficiency savings contribution identified in Team Plans and quarterly Benefit Tracking, as described previously.	Green	---	---	---	---	---
	Achieve conformance (25%-49%) with Procurement Capability Assessment by November 2011	The procurement review is underway and expected to be complete by October 2011. Preparation of the PCA is 0% and will be scored 14 October 2011.	Green	---	---	---	---	---
Manage the Operational priorities for the Procurement Service. Ensure compliance with the Councils policies and procedures	Meet requirements of the Procurement Service revenue budget	As the procurement review is underway Service Revenue Budgets are not yet set. Budgets may have to be altered significantly to reflect review outcomes.	Green	---	---	---	---	---
	Monitor and deliver Service Plan Objectives	All teams have prepared their Team Plan for 2011/12. Plans are monitored and reported to Resources quarterly and the Procurement Service. Benefit Tracking is also undertaken quarterly. Progress is monitored by a newly created suite of PIs.	Green	---	---	---	---	---
Develop the Procurement Service during 2011/12 to meet the needs of the organisation and continue the process of delivering Advanced Procurement	Delivery of CIPS accreditation courses	10 Procurement Service staff are undertaking CIPS level 4. To date all staff have been successful in their first 4 assessments. The last began on 1 October 2011. 4 staff have undertaken and passed CIPS level 2. 2 staff are undertaking SVQ Level 4.	Green	---	---	---	---	---
	Support and development of staff including PDRs	All PDRs for 2010 complete. 2011 PDRs have been finalised. Key Work Objectives will be 6 monthly reviewed during October 2011.	Green	---	---	---	---	---
Support the Services Customers in delivery their Service Plan objectives which relate to Procurement	Deliver joint Procurement activities	Procurement Service staff meet Resource staff regularly - every 4/6 weeks. In addition managers meet senior Procurement staff on a quarterly basis, to discuss joint procurement activities.	Green	---	---	---	---	---
	Support Procurement processes that meet the needs of the customer	Processes available on central procurement drive and various processes under development. Process standardisation in progress in collaboration with Legal Services and customers.	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Implement effective Best Value management arrangements to ensure continuous improvement and effective and efficient service delivery	completion of Best Value Reviews as per timetable	On target to report to Performance and Review Scrutiny as programmed to 31 March 2012. Reports in draft for meeting of Forum on 25 October.	Green	---	---	---	---	---
	improvement Plans approved by committee	Improvement Plans continue to be included as required for reports scheduled to future meetings of the Performance and Review Scrutiny Forum.	Green	---	---	---	---	---
	Manage Audit processes within Audit Scotland timescales	PWC report on progress with actions from Audit of Best Value and Community Planning reported to PRSF July 2011. Progress on remaining actions will be considered as part of IMPROVe update at Quarter 2.	Green	---	---	---	---	---
	Sustain positive SPI trend results for Council	Analysis of SLC year on year SPI performance completed in September, which will be further considered in terms of ranking compared to Scottish local authorities as information becomes available. Reports scheduled for Performance and Review Scrutiny Forum in January 2012	Green	---	---	---	---	---
	Ensure Local PIs across all Resources meet requirements of BV2	Early preparatory work underway in respect of Resource Plans 2012/13 and consideration will be given to mix and suitability of Local PIs.	Green	---	---	---	---	---
	Half Yearly benefits tracking reports to Performance and Review Scrutiny Forum	Report will be prepared which will remove any duplication of reporting from other sources (eg national diagnostic) and to consider key outcomes from Empower assessments .	Green	---	---	---	---	---
	Support Executive Directors in identification and achievement of strategic improvement activity leading to improved services.	Meetings held with all Executive Directors regarding future direction of Audit and Improvement Service. Participation in savings/service prioritisation group. Development and implementation of the Corporate Management Team corporate level self assessment action plan. Identification of Council top risks, controls and actions complete 2011.	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
	Lead, facilitate and contribute to joint working, shared services and best practice across Councils and with Partners.	Chair Cross Council Group. Lead officer for SOLACE benchmarking project. Regularly report BV progress to South Lanarkshire Partnership Board.	Green	---	---	---	---	---
Prepare for and implement suitable monitoring arrangements in advance of BV2	Review and implement Council activity relating to requirements of Assurance and Improvement Plan	Assurance and Improvement Plan 2011/12 reported to Executive Committee 11 May 2011. Mid term update of progress due to be considered at Corporate Improvement Advisory Board in October 2011.	Green	---	---	---	---	---
	Research and implementation of a corporate self assessment model	Resources continue to roll out programme as scheduled. Evaluation from Community Planning Partnership Board pilot awaited from the Improvement Service.	Green	---	---	---	---	---
	Monitor and report progress on agreed EMPOWER programme for all Resources	Programme continue in line with 3 year plan for assessments. Annual update to be prepared November 2011.	Green	---	---	---	---	---
	Complete EMPOWER assessments for Finance and IT Support Services, Procurement and IT Technology	Empower Assessments for Finance and IT continue on schedule. Support services completed Q1 2011, with remaining services on schedule.	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Implementation of Efficient Government Policy and Action Plan.	Implementation of Financial Strategy	Draft Financial Strategy for 2012/13 prepared and presented to both CMT and Executive Committee.	Green	---	---	---	---	---
	Fully implement the procurement strategy and guidelines across the Council	A revised organisational capacity has been achieved. The creation of a new procurement strategy to reflect the organisational changes has been completed and approved. A service review of the new organisation will be completed in October 2011. The outcome of the review will inform the final project status.	Green	---	---	---	---	---
	Completion of the Diagnostic Projects as per agreed timetable	Final report on Procurement due later in year.	Green	---	---	---	---	---
	Options appraisal conducted on alternative models of service delivery, resulting in efficiencies being realised	Options appraisal included as appropriate in Alternative Service Delivery Projects which have now completed reporting and moved to implementation.	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	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
	Prepare an annual Efficient Government Statement by due date showing level of efficiencies achieved.	The Efficient Government Statement was presented to Executive Committee in September.	Green	---	---	---	---	---
Complete our priorities under the National Diagnostic, including evaluation of core and non-core as well as efficiency savings.	Complete Diagnostic evaluation of IT Services	Recommendations from the IT Diagnostic have been implemented. Work continues in general terms to design of efficiencies for 2012/13 as well as the review of the IT Service in the same year.	Green	---	---	---	---	---
	Meet Milestones within Plan		Green	---	---	---	---	---
Deliver Actions on Asset Management Plan	Meet Milestones within Plan	Milestones within the plan have been met.	Green	---	---	---	---	---
Fully implement the procurement strategy and guidelines across the Council	Implement revised organisational capacity including (i) A centralised procurement service	A revised organisational capacity has been achieved. The creation of a new procurement strategy to reflect the organisational changes has been completed and approved. A service review of the new organisation will be completed in October 2011. The outcome of the review will inform the final project status.	Green	---	---	---	---	---
continued development of IT Shared Services	Exploit Caird Data Centre facility to host infrastructure for other organisations under SLA and have an income stream	Income continues to be generated through the marketing of the Caird Data Centre with income generated from a number of Public Sector organisations.	Green	---	---	---	---	---
	Encourage and influence current shared service users of payroll to expand their use of facilities by uptake of HR	No positive progress to report in relation to HR/Payroll Shared Services although the publication of the McClelland Report - Review of ICT Infrastructure in the Public Sector in Scotland may well increase the emphasis on shared applications provision.	Green	---	---	---	---	---
	advance work with Lanarkshire Health Board and North Lanarkshire Council	Development of the eCare systems and processes continues to be on track, and is proving to be an excellent example of effective shared service.	Green	---	---	---	---	---
	Host the Citizens Account and Gazetteer Infrastructure for the Scottish Government	Provision of this service is in place and continues to be provided without issue.	Green	---	---	---	---	---
	Become a Centre of Excellence for hosted services, measured via Caird Business Plan and project proposals		Report Later	---	---	---	---	---

Vision and Strategic Direction

Develop responsible procurement practices

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Strategic and Sustainable Procurement	Increase annually the % and value of contracts with SMEs	This data is monitored via Spikes Cavell database. The data for 2009/10 is 38% spend to the value of £97 million; and for 2008/09 41% to the value of £94 million spent with SMEs. The data for 2010/11 is a slight increase in percentage 47% and an increase in value- £123 million.	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	This information is monitored by Resources as it only applies to capital works. It is believed that we exceed these requirements but the relevant Resources should report this data.	Report Later	---	---	---	---	---
	In printing and writing paper applications products should contain at least 50% recycled content	Currently the SLC paper contract uses paper with an average 70% recycled content. Recycled content ranges from 50-100%. A newly created paper contract exceeds the requirements and also introduces greater sustainability measures e.g. reduced deliveries, packaging.	Green	---	---	---	---	---
	In tissue paper applications products should contain 100% recycled content	All tissue paper used in SLC collaborative contract has 100% recycled content.	Green	---	---	---	---	---
	Ensure Council Contracts are advertised on Council Website, ensure all EU Contracts are advertised on Public Contracts Scotland	All contracts executed via BiP Delta appear automatically on the Council's website. All EU contracts appear on Public Contracts Scotland. Currently trialling low value contracts (below EU level) for inclusion via Quick Quote on Public Contracts Scotland.	Green	---	---	---	---	---
	Provide sustainable procurement training to all Procurement Service	Ad hoc sustainability training has been provided. Comprehensive training is awaiting completion of ongoing Review. Procurement Service does have a sustainable toolkit and policy. Procurement Service has an online training facility which is available to all SLC staff.	Amber	---	---	---	---	---

Vision and Strategic Direction

Develop responsible procurement practices

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
	Sustainability/Environmental Criteria in all Council tenders/Contracts by summer 2011	Ad hoc sustainable criteria in tenders. Sustainable criteria in all collaborative tenders. Procurement Strategy recognises these requirements. Comprehensive action awaiting Review. Sourcing Methodology obliges recognition of sustainable issues on every procurement activity.	Green	---	---	---	---	---
	Participate in supplier development and Meet the Buyer events	SLC participate in all regional (West of Scotland) events, the last being May 2011. SLC have been organising their own supplier events for local suppliers - to date 2 events have taken place and others are in planning. Local Chamber of Commerce advised of events via Regeneration Section. All relevant suppliers advised of Quick Quote to allow them easier access and alerts for tenders.	Green	---	---	---	---	---
	Utilise collaborative contracts which offer sustainability advantages	SLC utilise all collaborative contracts both sector, Scotland Excel and national, Scottish Procurement. These all offer sustainable improvement. In addition we lead collaborative procurement for the Clyde Valley partnership and participate in various sustainable ad hoc collaborations, e.g. paper contract with Fife Council. SLC are a member of an ad hoc working group of WoS Council's to identify collaborative opportunities Sept 2011.	Green	---	---	---	---	---
	Sign up to Suppliers Charter by summer 2011	SLC has signed up to the Supplier Charter early 2011.	Green	---	---	---	---	---
	Nominate a Sustainable Procurement Champion by summer 2011	Champion nominated winter 2010 - Peter Field.	Green	---	---	---	---	---

Vision and Strategic Direction

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Implement a programme of equality and human rights impact assessments	Number of impact assessments carried out against those timetabled	Current timetable of Equality Impact Assessments up to date.	Green	---	---	---	---	---
	Number of Reports on Impact Assessments published on Website	All completed and approved Impact Assessments published.	Green	---	---	---	---	---
	Progress in relation to Equality Impact Assessment actions is monitored and reported to Equal Opportunities Forum		Green	---	---	---	---	---

Vision and Strategic Direction

Vision and Strategic Direction

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
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	Report to the Equal Opportunities Forum scheduled for 13 December 2011.	Green	---	---	---	---	---
	Data on equality related performance is collated and published annually		Green	---	---	---	---	---
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		Green	---	---	---	---	---
	Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest		Green	---	---	---	---	---
	Evidence that equalities are included in performance monitoring and measurement activities for partnerships		Green	---	---	---	---	---
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	100% coverage of PDR and associated training plans of employees in the scope	All staff have a current PDR	Green	100.0%	100.0%	100.0%	100.0%	
	100% of staff recruited through competency based interview by 2011		Green	100.0%	100.0%	Not avail	100.0%	
	Labour turnover rate		Report Later	Not avail	Not avail	Not avail	Not avail	
	Staff absence rate (SPI)		Report Later	2.5%	Not avail	2.5%	Not avail	
	Training activities - actual compared to plan	Training Plans compiled and will be reviewed after 6 month PDR update.	Green	---	---	---	---	---
Manage land and property assets efficiently	Proportion of operational accommodation that is in satisfactory condition (SPI)		Report Later	Not avail	Not avail	Not avail	Not avail	
	Proportion of operational accommodation that is suitable for its current use (SPI)		Report Later	Not avail	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 (SPI)		Report Later	Not avail	Not avail	Not avail	Not avail	

Vision and Strategic Direction

Vision and Strategic Direction

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Develop and implement our Council Plan - Connect	Draft Council Plan (Connect) 2012-17 to be prepared March 2012	Outline proposals for Connect 2012 approved by Executive Committee May 2011. Corporate Management Team/Senior Management workshop 8 June 2011 informed outcomes and priority objectives. Feedback report to Corporate Management Team 11 August 2011. Consultation on priorities September/October 2011. Draft plan to be submitted to Corporate Management Team by December 2011 and Executive Committee February 2012.	Green	---	---	---	---	---
	Lead in the development of corporate improvement policies, initiatives and procedures	Prioritisation of SPI exercise undertaken to focus improvement to high priority areas. Annual SPI report December 2011/January 2012 once ranking information available. Progressing RBAG scrutiny portal to Phase 2 with scrutiny agencies.	Green	---	---	---	---	---

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 <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
promote Corporate Governance and Standards	Delivery of Risk Control Actions by Due Date		Green	60.000000	88.000000	0.000000	0.000000	<input type="checkbox"/>
	Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas	Self assessment complete. Report with action plan submitted to SMT on 3 October 2011.	Green	---	---	---	---	---
	Actions from approved risk management work plan to be delivered by agreed date		Report Later	---	---	---	---	---
	Half yearly reporting to Risk and Audit Manager by nominated lead officers on progress made on Council's top 20 risks		Green	---	---	---	---	---
	Undertake an assessment against Risk Management best practice standards to show improving compliance (annual)		Report Later	---	---	---	---	---
	Undertake Code of Audit Practice Council wide assessment to show 80% compliance or more (annual)		Report Later	---	---	0.000000	0.000000	<input type="checkbox"/>
Deliver 2011/12 Audit Plan	Completion of audit work to draft stage by year end, i.e. 31 March		Green	---	---	---	---	---
	Audit actions to be delivered by due date (Reported to Chief Executive through quarterly performance reports)	Target 80%. Overall achieved 67%. Internal audit actions achieved 65%. External audit actions achieved 75%.	Amber	100.0%	67.0%	Not avail	Not avail	<input type="checkbox"/>

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 <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2009/10	2010/11	Trend
Fraud management	Deliver National Fraud Initiative actions by April 2012		Green	---	---	---	---	---
Information Governance	Facilitate deliverables of Information Governance Group in respect of Finance and IT Resources	The Resource continues to be represented at senior management level on the Information Governance Group and is on schedule to deliver the Resource requirements of that group.	Green	---	---	---	---	---
	Ensure that accurate Vital Records templates are in place for the Resources Business Critical Systems	Vital record templates are complete for FMS, payroll and key IT Systems.	Green	---	---	---	---	---
	Promote Information Governance Standards throughout the Resource via Management Briefings and corporate training tools	Training proposals for Information Governance have been briefed to the Resource Senior Management Team, and appropriate training materials placed on the Council's elearning solution, Brightwave.	Green	---	---	---	---	---
Grant Claims management	Ensure grant claims are eligible, have necessary evidence and are submitted for projects in line with European deadline	CPP ESF Claim 12 (31/03/11) scheduled to be audited by ESEP 11/12 October 2011. Final claim (13) will be submitted by November 2011. CPP ERDF Final Claim 12 audit advice to be confirmed by ESEP.	Green	---	---	---	---	---