

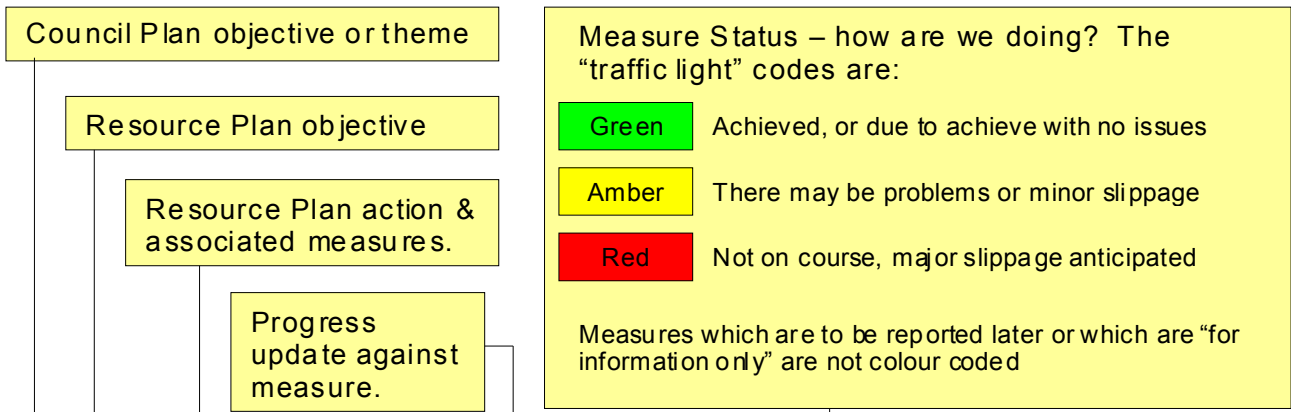
Finance and IT

improve

Resource Plan Performance Report Quarter 2 (Jul-Sep) 2010/11

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

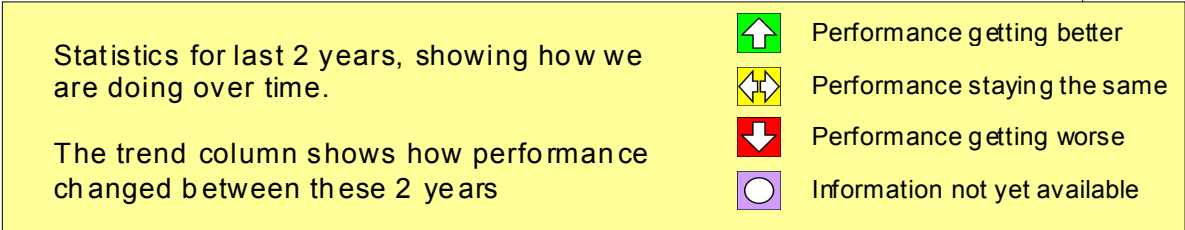
Improve effective use of our buildings and transport in order to reduce greenhouse gas emissions

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.	Green	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 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.



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	56	1		5	62
Performance Management and Improvement	20			3	23
Vision and Strategic Direction	23			6	29
Governance and Accountability	5	1		6	12
<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	104	2	0	20	126

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	2008/09	2009/10	Trend
Core business relating to Finance & IT Resources	Revenue Budget compared to Actual (Financial Periods and year end - for Resource) for 2010/11	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 2010/11 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 2010/11	Loans fund interest rate will be calculated at the end of the financial year.	Report Later	---	---	---	---	---
	Monitor performance of Insurance Fund	Insurance fund calculations and projections were completed in May following an actuarial review.	Green	---	---	---	---	---
Update medium term Financial Strategy following 3 year settlement	Completion of update by October 2010	Complete papers presented to CMT on 26 March 2010 and Executive Committee on 26 May 2010.	Green	---	---	---	---	---
	Reporting of medium term financial strategy on an annual basis		Green	---	---	---	---	---
	Risk Assessment, Measurement and Evaluation	Financial strategy looking at medium term beyond 2010/11 presented to CMT on 26 March 2010 and taken to Executive Committee on 26 May 2010.	Green	---	---	---	---	---
Prepare 2011/12 Revenue Budget	Declare Band D Council Tax by due date (February 2011), reflecting budget declaration and approval.	At present on course to achieve - package of savings presented to members seminar on 4th October 2010.	Green	---	---	---	---	---
	Setting of the 2011-2012 budget by agreed COSLA date	At present on course to achieve - package of savings presented to Member's Seminar on 4th October 2010.	Green	---	---	---	---	---
Prepare 2009/10 Annual Report and Accounts	Accounts completed by 30 June and receipt of clear audit certificate by 30 September	Annual Report and Accounts completed by 30 June 2010 and clear audit certificate received by 30 September.	Green	---	---	---	---	---
	Contribution to Single Outcome Agreement reflected in Annual Report and Accounts	Finance and IT Resources has reflected the Single Outcome Agreement in it's 2010/11 Resource Plan.	Green	---	---	---	---	---
	Meet timetable of requirements for SORP 2009 and ACOP compliance		Green	---	---	---	---	---
	Meet timetable of requirements for IFRS compliance and Code of Practice 2010	IFRS work commenced, tasks allocated and working towards timetable for compliance. Status in 2010/11 specifically relates to submission of restated 2009/10 accounts. These are due to be prepared by end of December.	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	2008/09	2009/10	Trend
Control 2010/11 Capital and Revenue Budgets (incl. Trading Accounts). Ensure sound link with budget and service planning	Effective budgetary control and reporting arrangements in place (revenue, capital and trading accounts)	Variance between budget and actual monitored on an ongoing basis. Status relates to year end position.	Green	---	---	---	---	---
	Financial out-turn of Council performance against budgets (financial periods and year end).	The financial outturn for the Council is currently on target within the budget set. The probable outturn exercise is underway and due for completion in December 2010.	Green	---	---	---	---	---
	Timely reporting of financial information, meeting Committee Reporting cycles during 2010/11	All financial information will be provided in line with timetables as set.	Green	---	---	---	---	---
	Trading Accounts budgeted surplus realised March 2011	Forecasts for all Trading Services are in line with budgets set. The probable outturn exercise is underway and due for completion in December 2010.	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.	Complete papers presented to CMT on 26 March 2010 and Executive Committee on 26 May 2010.	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	2008/09	2009/10	Trend
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	The status of the Council's IT Priorities is reported on an 8-weekly cycle to CMT. There are no major slippages at this time and delivery of the ICT Plan remains within target.	Green	---	---	---	---	---
	Increase the value of transactions	The plan to increase income from use of the Caird Center remains on track with the addition of North Lanarkshire Council's disaster recovery functions at Caird.	Green	---	---	---	---	---
Manage and deliver ICT programmes and major ICT projects ensuring that significant programmes achieve their objectives	Education - Schools modernisation and RM contract extension	The IT priorities and ongoing support of all Education Systems remains on target. The contract negotiations with RM have been concluded.	Green	---	---	---	---	---
	Social Work - SWISplus developments and IMPROVe	The IT priorities and ongoing support of all Social Work Systems remains on target.	Green	---	---	---	---	---
	Finance and IT - iProcurement and People Connect	The IT priorities and ongoing support of all Finance and IT Systems remains on target. Impelmentation of People Connect of the current phase of People connect has sucessfully concluded.	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	2008/09	2009/10	Trend
	Enterprise - EDRMs, ePlanning and Corporate Address Gazetteer	The IT priorities and ongoing support for Enterprise systems continues without major issues. The upgrade to the Planning Systems has concluded successfully as has the upgrade to Parking systems.	Green	---	---	---	---	---
	Housing and Technical - EDRMs and Debtors review	The IT priorities and ongoing support for Housing Systems continues without major issues. The implementation of EDRMs for benefit functions has been scoped and formally kicked off.	Green	---	---	---	---	---
	Modernising Government - Customer Contact Strategy, CRM, Content Management, Web Intranet, Citizen Authentication and National Entitlement Cards	The upgrade of the Council's WEB systems continues, with an expected go-live date of mid October likely.	Green	---	---	---	---	---
	Corporate - UK Parliamentary Election 2010, Legal Case Management Review and Elected Members support.	The technical support to this year's general election went well. Support to the ongoing technical business of the Resource continues without major issues.	Green	---	---	---	---	---
	Community - Transfer Cultural Services to Trust status, ICT aspects of Capital Build projects and MRM upgrade	The transfer of functions, people and technology to the Cultural trust continues without major issues, as does the ongoing support of existing business systems solutions.	Green	---	---	---	---	---
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	Revenue budget monitoring ongoing with spend reflecting anticipated year end outturn, no issues evident at this time.	Green	---	---	---	---	---
	Deliver Capital Programme Projects on time and within budget	Capital Programme projects on track and budget.	Green	---	---	---	---	---
	Deliver Diagnostic savings at 8% of revenue budget per annum	Savings of 8% identified work to realise potential savings and increase income ongoing.	Green	---	---	---	---	---
	Ensure sound governance of the ICT Fund	ICT Fund being correctly managed with Head of IT Services	Green	---	---	---	---	---
Facilitate ICT Strategy in line with Modernising and Efficient Government Agendas	Approvals by CMT and Committee	A number of IT projects are in the service plan to deliver against this action. The most notable of these include the major upgrade to the Council's WEB Site. This remains on schedule for live run in mid October.	Green	---	---	---	---	---
	No more than 5% of ICT projects red at anytime in the Service Plan	The IT Service plan and its associated priorities remain on schedule for successful delivery and are reported on an 8-weekly cycle to CMT.	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	2008/09	2009/10	Trend
	Maximise use of corporate systems and other ICT assets	Business Systems Managers and ICT Programme board representatives have been briefed on the requirement to utilise existing systems where possible.	Green	---	---	---	---	---
	Agree prioritisation via ICT Programme Board	Prioritisation of the top ten project for each Resource has been agreed with the ICT Programme Board. The success or otherwise of these priorities will be reported to CMT on an 8-weekly cycle.	Green	---	---	---	---	---
Develop ICT Security Policies to gain compliance with ISO 27001 standard	Update security policies to ISO 27001	Information security policy document updated, to be submitted for management team approvals at Resource and Corporate levels.	Green	---	---	---	---	---
	Target no loss of service due to virus or malware activity	Monitoring and review activities ongoing. Alerts being reviewed and responded to as appropriate. No network downtime but isolated instances of individual pc's being removed from the network.	Green	---	---	---	---	---
	Further development of service continuity for business critical systems	Ongoing development of SC plans within Business Areas and Infrastructure. Plans in place for over 50% of applications. A number of applications still require to complete their Service Continuity Plans. These are being progressed with relevant managers.	Amber	---	---	---	---	---
	Update and brief Employee Codes of Conduct in respect of Information Security	Learn on Line course for information security, first draft completed and being reviewed by Information Governance Group. Recent articles included in Works magazine addressing information security.	Green	---	---	---	---	---
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 two new customers		Report Later	---	---	---	---	---
	Develop Payroll and HR customers, targeting two new customers within the year	Preparation of the business case, as well as various costing models are complete. Discussions are underway with South Ayrshire Council for Payroll Services, although as yet there are no confirmed customers for this service.	Green	---	---	---	---	---
	Maintain Council website in upper quartile and retain transactional status	The upgrade of the Council's WEB systems continues, with an expected go-live date of mid October likely.	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	2008/09	2009/10	Trend
	Deliver ICT Diagnostic over 3 years at 8% savings per annum	The Diagnostic evaluation of IT Services was formally reported at CMT at the end of September. This project will now move to implementation of the diagnostic recommendations.	Green	---	---	---	---	---
Core business relating to Finance and IT Resources, IT Services	At a Council Wide level, report on performance and major project initiations to CMT on eight weekly basis. Success to be defined as 95% of current Service Plan projects green or amber at any time.		Green	Not avail	98.0%	97.0%	99.0%	↑
	Critical Business Systems will be available to Council Resources for 98% of core business time		Green	Not avail	99.0%	98.9%	100.0%	↑
	98% of Help desk calls will be resolved within SLA targets		Green	Not avail	99.0%	98.0%	98.0%	↔
	98% of hardware installs will be achieved within SLA		Green	Not avail	99.0%	96.0%	99.0%	↑
	98% of software installs will be achieved within SLA		Green	Not avail	100.0%	98.0%	99.0%	↑
	Overall user satisfaction on IT Training to exceed 95% at any given time.		Green	95.0%	95.0%	94.0%	95.0%	↑
Green ICT Strategy	Extend ICT Strategy to Include a green ICT Plan		Green	---	---	---	---	---
	Define and Implement actions from ICT Carbon Reduction Action Plan		Green	---	---	---	---	---
	Undertake a SEA of new ICT by August 2011		Report Later	---	---	---	---	---

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	2008/09	2009/10	Trend
Develop the Procurement Service during 2010/11 to meet the needs of the organisation and continue the process of delivering Advanced Procurement	Develop Procurement Strategy and support functions to Council Resources		Unassigned	---	---	---	---	---
	Delivery of £3m efficiency savings by March 2011	Efficiencies identified and delivered (part year 2010/11 exceeding £3m) realising greater than £3m in cash efficiencies being removed from Resource budgets in 2011/12.	Green	---	---	---	---	---
	Achieve conformance (25%-49%) with Procurement Capability Assessment by March 2011	On plan to achieve PCA 'conformance' score after initial SLC assessment. PCA taking place 01 December 2010.	Green	---	---	---	---	---
	Delivery of CIPS accreditation courses	Course in place with the majority of Officers and Assistants attending.	Green	---	---	---	---	---

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	2008/09	2009/10	Trend
	Support and development of staff including PDRs	PDRs completed, 6 month reviews diarised and Training Plans in place.	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	Budget monitoring every month.	Green	---	---	---	---	---
	Monitor and deliver Service Plan Objectives		Unassigned	---	---	---	---	---
Support the Services Customers in delivery their Service Plan objectives which relate to Procurement	Deliver joint Procurement activities	Team Plans agreed with Resources. Regular monthly meetings and Quarterly Reviews.	Green	---	---	---	---	---
	Support Procurement processes that meet the needs of the customer	A number of processes have been agreed and implemented e.g. Contract Reference Numbers. Additional processes being reviewed, created and signed off.	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	2008/09	2009/10	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	There are no formal Best value Reviews under way in the Resource at this time.	Report Later	---	---	---	---	---
	improvement Plans approved by committee	Improvement plans for Accounting and Budgeting and the IT help desk are progressing well.	Green	---	---	---	---	---
	Manage Audit processes within Audit Scotland timescales	Progressing to timescale	Green	---	---	---	---	---
	Sustain positive SPI trend results for Council	Regular monitoring and reporting on performance to CMT and Committee and the identification of improvement measures for 2010/11 SPIS emphasise the importance of performance improvement for the Council. Initial work has been completed to prioritise high importance SPIs linked to Council priorities. SPI performance will be further considered when ranking information available in December 2010.	Report Later	---	---	---	---	---

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	2008/09	2009/10	Trend
	Ensure Local PIs across all Resources meet requirements of BV2	A review and prioritisation of Performance Measures (SPI/LPI/VFM) carried out in September 2010. This included a self assessment questionnaire to test mix, coverage and effectiveness of current suite of LPis. Resources have identified action for LPis as appropriate.	Green	---	---	---	---	---
Prepare for and implement suitable monitoring arrangements in advance of BV2	Monitor and address gaps between BV2 Audit Toolkits and current service provision in respect of Financial Management, Efficiency Agenda, Procurement, Risk and Audit and ICT	BV Toolkit Assessments progressing well	Green	---	---	---	---	---
	Roll out Empower Framework to identify any improvements as part of BV2. In 2010/11 conclude exercise for the Resource Support Services, IT Business Systems and Technology Services	Empower framework formally approved by the Resource Management team and a rolling programme of reviews over a three year period formally approved.	Green	---	---	---	---	---
	Review and implement Council activity relating to requirements of BV2	Assurance and Improvement Plan (June 2010) noted that, based on Shared Risk Assessment, no BV2 audit scheduled for 2010/11 or 2011/12, subject to current levels of risk being maintained. Initial information from Audit Scotland notes next SRA process due to commence in October 2010, and the Council is in the process of accumulating relevant evidence. Resources have reviewed final versions of BV Audit toolkits and will consider action necessary to address any potential gaps.	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	2008/09	2009/10	Trend
Implementation of Efficient Government Policy and Action Plan.	Implementation of Financial Strategy, including Efficiency Plan and agreed percentage savings (4.5% of controllable budget in 2010/11)	Budget in place for 2010/11 which includes efficiency savings. The specific delivery of this package will be monitored through an exercise to be carried out in tandem with the probable outturn exercise.	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	2008/09	2009/10	Trend
	Fully implement the procurement strategy and guidelines across the Council	Strategy, guidance and policy Scoping documents completed with the As-Is and To-Be analysis being created, reviewed and finalised.	Green	---	---	---	---	---
	Completion of the Diagnostic Projects as per agreed timetable	Finance diagnostic project completed and reported via Performance and Review Forum. Finance's other role in the management of the diagnostic projects (Management and Clerical and Admin) is one of budget / savings management and is ongoing.	Green	---	---	---	---	---
	Options appraisal conducted on alternative models of service delivery, resulting in efficiencies being realised	Alternative service delivery projects regarding the Cultural Trust and SEEMIS were brought to a close between August and October 2010.	Green	---	---	---	---	---
Deliver our priorities under the National Diagnostic, including evaluation of core and non-core as well as efficiency savings.	Complete Diagnostic evaluation of Finance Services	Finance diagnostic project completed and reported via Performance and Review Forum.	Green	---	---	---	---	---
	Complete Diagnostic evaluation of IT Services	The Diagnostic evaluation of IT Services was formally reported to CMT at the end of September.	Green	---	---	---	---	---
	Complete Diagnostic evaluation of Procurement	Not applicable to the Procurement Service at this time.	Report Later	---	---	---	---	---
	Meet Milestones within Plan		Green	---	---	---	---	---
Deliver Actions on Asset Management Plan	Meet Milestones within Plan		Green	---	---	---	---	---
Fully implement the procurement strategy and guidelines across the Council	Implement revised organisational capacity including (i) A centralised 'commodity focused' procurement service within Finance Services (ii) iProcurement in the remaining Resources across the Council during 2010/2011	Service in place and delivering procurement efficiencies.	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	Additional income achieved from North Lanarkshire Council in respect of their Disaster Recovery functions.	Green	---	---	---	---	---
	Encourage and influence current shared service users of payroll to expand their use of facilities by uptake of HR	Preparation of the business case, as well as various costing models are complete. Discussions are underway with South Ayrshire Council for Payroll Services, although as yet there are no confirmed customers for this service.	Green	---	---	---	---	---
	advance work with Lanarkshire Health Board and North Lanarkshire Council	Work in respect of eCare across all participants continues to function and develop well.	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	2008/09	2009/10	Trend
	Host the Citizens Account and Gazetteer Infrastructure for the Scottish Government	These functions continue to be hosted on SLC hardware at Caird.	Green	---	---	---	---	---
	Become a Centre of Excellence for hosted services, measured via Caird Business Plan and project proposals	Hosted Services already in place for the gazetteer and planning portals. Others being developed via a range of Local Authority networks.	Green	---	---	---	---	---

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	2008/09	2009/10	Trend
Procurement Practices	Increase annually the % and value of contracts with SMEs	SME event planned for 11 November 2010 to discuss and review how SLC can better engage with SMEs and provide further opportunities.	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	In line with SLC Sustainability Strategy, Procurement is developing a Procurement Sustainability Strategy. Scoping document drafted with As-Is and To-Be being drafted over the next 2-3 months.	Green	---	---	---	---	---
	In printing and writing paper applications products should contain at least 50% recycled content	In line with SLC Sustainability Strategy, Procurement is developing a Procurement Sustainability Strategy. Scoping document drafted with As-Is and To-Be being drafted over the next 2-3 months.	Green	---	---	---	---	---
	In tissue paper applications products should contain 100% recycled content	In line with SLC Sustainability Strategy, Procurement is developing a Procurement Sustainability Strategy. Scoping document drafted with As-Is and To-Be being drafted over the next 2-3 months.	Green	---	---	---	---	---
	Ensure Council Contracts are advertised on Council Website, ensure all EU Contracts are advertised on Public Contracts Scotland	All Contracts (>£50k per annum) are managed through the 'Vault' eTendering System. Control of the Contract Reference Numbers better manages the compliance to this process.	Green	---	---	---	---	---
	Provide Sustainable Procurement training to all Procurement Service	Appropriate training via PDR process	Green	---	---	---	---	---
	Sustainability Criteria in all Council tenders and Contracts by summer 2011	In line with SLC Sustainability Strategy, Procurement is developing a Procurement Sustainability Strategy. Scoping document drafted with As-Is and To-Be being drafted over the next 2-3 months.	Green	---	---	---	---	---

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	2008/09	2009/10	Trend
	Participate in supplier development and Meet the Buyer events	Attendance at Supplier Development Programme events and a specific SLC event arranged for 11 November 2010.	Green	---	---	---	---	---
	Utilise collaborative contracts which offer sustainability advantages	Utilisation of collaborative contracts and ongoing discussions with Scotland Excel and Procurement Scotland on sustainability.	Green	---	---	---	---	---
	Sign up to Suppliers Charter by summer 2011	Charter signed.	Green	---	---	---	---	---
	Nominate a Sustainable Procurement Champion	Peter Field identified as the Procurement Service contact/ champion.	Green	---	---	---	---	---

Vision and Strategic Direction

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments / Progress	Status	----- This Year -----		----- Previous Years -----		
				Target	To date	2008/09	2009/10	Trend
Implement a programme of equality and human rights impact assessments	Number of impact assessments carried out against those timetabled		Green	---	---	---	---	---
	Number of Reports on Impact Assessments published on Website		Green	---	---	---	---	---
	Progress in relation to Equality Impact Assessment actions is monitored and reported to Equal Opportunities Forum		Green	---	---	---	---	---
Develop and introduce Council wide equality performance measures and publish results	Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories	Annual Report presented to Equal Opportunities Forum on 14 September 2010.	Green	---	---	---	---	---
	Data on equality related performance is collated and published annually	Annual Report presented to Equal Opportunities Forum on 14 September 2010.	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	Annual Report presented to Equal Opportunities Forum on 14 September 2010.	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 current PDR	Green	Not avail	Not avail	Not avail	100.0%	<input type="checkbox"/>
	100% of staff recruited through competency based interview by 2011	Competence based interviewing now taking place for all recruitment	Green	Not avail	Not avail	Not avail	Not avail	<input type="checkbox"/>
	Average no of off job training days per member of staff	Reviewing training plans and organising appropriate learning and development activities.	Green	Not avail	Not avail	Not avail	Not avail	<input type="checkbox"/>
	Labour turnover rate		Report Later	Not avail	Not avail	Not avail	Not avail	<input type="checkbox"/>

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	2008/09	2009/10	Trend
	Training activities - actual compared to plan	Arranged meetings with Managers to review training plans identified through PDRs.	Green	---	---	---	---	---
	Staff absence rate (SPI)		Report Later	Not avail	Not avail	Not avail	2.5%	☐
	Prepare and deliver IIP submission for Finance and IT Resources by end of September 2010		Report Later	---	---	---	---	---
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	☐

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	2008/09	2009/10	Trend
promote Corporate Governance and Standards	Delivery of Risk Control Actions by due date		Report Later	---	---	---	---	---
	Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas		Report Later	---	---	---	---	---
	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	A report on the Council's top 20 risks was taken to Executive Committee on 22nd September 2010.	Green	---	---	---	---	---
	Review the operating arrangements of the Risk Management and Audit Forum in line with good practice		Report Later	---	---	---	---	---
Deliver 2010/11 Audit Plan	Completion of audit work to draft stage by year end, i.e. 30 April	Of the 22 routine jobs planned to date, 17 have been completed to draft stage. The overall percentage of the plan complete to draft stage is 20%.	Report Later	---	---	---	---	---
	Audit actions to be delivered by due date (Reported to Chief Executive through quarterly performance reports)	All outstanding actions are procurement actions relating to McLelland compliance.	Report Later	Not avail	Not avail	Not avail	Not avail	☐
Fraud management	Deliver National Fraud Initiative actions by April 2011	This is on target to achieve with 50% of investigations for the year completed.	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	2008/09	2009/10	Trend
	Compliance with Red Book guidance during 2010/11	The number of cumulative milestones due was 14 with 10 milestones delivered.	Amber	---	---	---	---	---
Information Governance	Facilitate deliverables of Information Governance Group in respect of Finance and IT Resources	Information Governance Group now well established. Deliverables thus far for Finance and IT Resources have included appropriate Vital Records and advice on Information Security Training	Green	---	---	---	---	---
	Ensure that accurate Vital Records templates are in place for the Resources Business Critical Systems	Vital records templates are in place for the business critical functions within the Resource.	Green	---	---	---	---	---
	Promote Information Governance Standards throughout the Resource via Management Briefings and corporate training tools	Information Governance and associated policies have been formally briefed to Finance, IT and Procurement Management teams.	Green	---	---	---	---	---