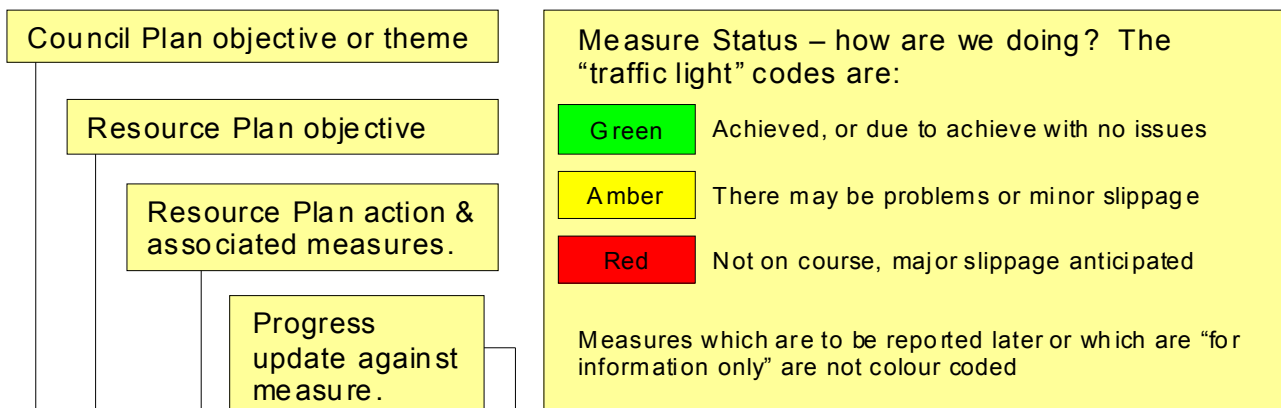# Finance and IT

improve

Resource Plan
Performance Report
Quarter 4 (Jan-Mar) - 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.

Council Plan objective or theme

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

Measure Status – how are we doing? The "traffic light" codes are:

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

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

Vision and Strategic Direction

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

Action	Measures *(non statistical measures shaded grey)*	Comments / Progress	Status	This Year 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		Unknown	0.0%	0.0%	5.6%	Not avail	○
	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	---	---	---	---	---
	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 Target	To date	2008/09	2009/10	Trend
Continue to develop mechanisms for the recycling and [...] of municipal w[...] order to achie[...] Scottish Gove[...] waste targets	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	⬆
Review our re[...] contracts for [...] schools and o[...] buildings in or[...] increase recyc[...]			Unknown	208	152	144	152	⬆
We will provid[...] effective and e[...] household wa[...] collection serv[...]			Green	Not avail	£13.45	£64.07	£69.17	⬇
			Green	Not avail	£19.21	£75.47	£80.80	⬇
		[...] consistent with the [...] same period last	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	**55**	**4**	**1**	**2**	**62**
Performance Management and Improvement	**21**	**1**		**1**	**23**
Vision and Strategic Direction	**25**	**1**		**3**	**29**
Governance and Accountability	**9**	**2**		**1**	**12**
Partnership Working, Community Leadership and Engagement					
Raise educational attainment for all					
Increase involvement in lifelong learning					
Improve health and increase physical activity					
Improve the quality of the physical environment					
Improve the road network and public transport					
Improve community safety					
Support local economy by providing the right conditions for growth, improving skils and employability					
Develop services for older people					
Increase participation in arts and culture					
Improve lives of vulnerable children, young people and adults					
Improve quality, access and availability of housing					
Total	**110**	**8**	**1**	**7**	**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

| | | | | ----------- This Year ----------- | | | ------- Previous Years ------- | | |
Action	Measures *(non statistical measures shaded grey)*	Comments / Progress	Status	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. The probable outturn exercise was completed in December 2010.	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	The loans fund interest rate will be calculated later in the year end process.	Report Later	---	---	---	---	---
Update medium term Financial Strategy following 3 year settlement	Monitor performance of Insurance Fund	A review of the insurance fund will be completed as part of the year end process.	Green	---	---	---	---	---
	Completion of update by October 2010	One year settlement provided by Scottish Government in December 2010. 2011/12 budget approved at Committee in February 2011. Work has commenced on updating the medium term financial strategy for 2012/13 to 2014/15.	Green	---	---	---	---	---
	Reporting of medium term financial strategy on an annual basis	One year settlement provided by Scottish Government in December 2010. 2011/12 budget approved at Committee in February 2011. Work has commenced on updating the medium term financial strategy for 2012/13 to 2014/15.	Green	---	---	---	---	---
	Risk Assessment, Measurement and Evaluation	One year settlement provided by Scottish Government in December 2010. 2011/12 budget approved at Committee in February 2011. Work has commenced on updating the medium term financial strategy for 2012/13 to 2014/15.	Green	---	---	---	---	---
Prepare 2011/12 Revenue Budget	Declare Band D Council Tax by due date (February 2011), reflecting budget declaration and approval.	One year settlement provided by Scottish Government in December 2010. 2011/12 budget approved at Committee in February 2011.	Green	---	---	---	---	---
	Setting of the 2011-2012 budget by agreed COSLA date	One year settlement provided by Scottish Government in December 2010. 2011/12 budget approved at Committee in February 2011. There was no agreed COSLA date for 2011.	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	---	---	---	---	---

Efficient and effective use of resources

Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies

Action	Measures (non statistical measures shaded grey)	Comments / Progress	Status	----------- This Year -----------			------- Previous Years -------		
				Target	To date	2008/09	2009/10	Trend
	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. Officers are currently working with external consultants to finalise the restatement of the 2009/10 accounts.	Green	---	---	---	---	---
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 probable outturn exercise was completed in December 2010. A report was presented to Executive Committee in January 2011. Work on the final position is ongoing over the year end period.	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	The probable outturn exercise was completed in December 2010. A report was presented to Executive Committee in January 2011. Work on the final position is ongoing over the year end period.	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.	One year settlement provided by Scottish Government in December 2010. 2011/12 budget approved at Committee in February 2011. Work has commenced on updating the medium term financial strategy for 2012/13 to 2014/15.	Green	---	---	---	---	---

Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy

Action	Measures (non statistical measures shaded grey)	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	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	---	---	---	---	---

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 *(non statistical measures shaded grey)* | Comments / Progress | Status | ----------- This Year ----------- | | ------- Previous Years ------- | | |
				Target	To date	2008/09	2009/10	Trend
corporate ICT budget including income	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. Implementation of People Connect of the current phase of People connect has successfully concluded.	Green	---	---	---	---	---
	Enterprise - EDRMs, ePlanning and Corporate Address Gazetteer	The bulk of the IT priorities and ongoing support for Enterprise systems has concluded. There remains issues with the stock and financial reconciliation with the Causeway Roads Costing Systems and work to address this will continue onto 2011/12.	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 go-live date of mid October achieved.	Green	---	---	---	---	---
	Corporate - UK Parliamentary Election 2010, Legal Case Management Review and Elected Members support.	The technical support to the 2010 general election went well as did the preparatory work for the 2011 Scottish Parliamentary Election and Referendum. Support to the on going technical business of the Resource completed 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 completed without major issues, as did the ongoing support of existing business systems solutions.	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 (non statistical measures shaded grey) | Comments / Progress | Status | ----------- This Year ----------- | | ------- Previous Years ------- | | |
				Target	To date	2008/09	2009/10	Trend
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	ICT Budget on target to outturn as anticipated. Expected to be achieved at Financial Year End	Green	---	---	---	---	---
	Deliver Capital Programme Projects on time and within budget	Capital Programme projects on track and to budget. Expected to be achieved at Financial Year End	Green	---	---	---	---	---
	Deliver Diagnostic savings at 8% of revenue budget per annum	Savings have been identified and work ongoing to realise the savings. Expected to be achieved at Financial Year End	Green	---	---	---	---	---
	Ensure sound governance of the ICT Fund	ICT Fund continues to be managed by Head of IT Services. Expected to be achieved at Financial Year End	Green	---	---	---	---	---
Facilitate ICT Strategy in line with Modernising and Efficient Government Agendas	Approvals by CMT and Committee	A number of IT projects contained within the Service Plan contribute to the delivery against this action.	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 reports on an 8-weekly cycle to CMT. Regualr progress updates are also provided to the ICT Programme 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 *(non statistical measures shaded grey)* | Comments / Progress | Status | ----------- This Year ----------- | | ------- Previous Years ------- | | |
				Target	To date	2008/09	2009/10	Trend
	Maximise use of corporate systems and other ICT assets	IT Managers and members of the ICT Programme Board are aware of the startegy to maximise our use of existing assets as far as is possible, and this continues to be the first option to be examined when determining new requirements.	Green	---	---	---	---	---
	Agree prioritisation via ICT Programme Board	Prioritisation of the Top 10 projects for each Resources has been agreed with the ICT Programme Board. Priorities have been subject to review as a result of new requirements and this has been discussed and agreed within Resources and by the ICT Programme Board. Assessment and prioritisation of the IT Service Plan for 2011/12 has begun, and the ICT Programme Board will be involved in this process. Review sessions with the ICT Programme Board have been arranged for 13th, 20th and 27th April. The IT Toolkit has been developed to include 'weighting' of project proposals against key Strategic Objectives and Drivers. The ICT Programme Board will be involved in a review of project proposal values based on this revised weighting system.	Green	---	---	---	---	---
Develop ICT Security Policies to gain compliance with ISO 27001 standard	Update security policies to ISO 27001	Policy statement approved at Finance & IT Resource Management Team. Communication across the Council will be the subject of a specific project in 2011/12.	Green	---	---	---	---	---
	Target no loss of service due to virus or malware activity	No significant issues recorded in this period.	Green	---	---	---	---	---
	Further development of service continuity for business critical systems	Work ongoing to address slipping areas.	Amber	---	---	---	---	---
	Update and brief Employee Codes of Conduct in respect of Information Security	Learn on line modules being developed with Corporate Training team and Information Governance Group. A specific project will be launched in 2011/12.	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 *(non statistical measures shaded grey)* | Comments / Progress | Status | ----------- This Year ----------- | | ------- Previous Years ------- | | |
				Target	To date	2008/09	2009/10	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 two new customers	Development of the CAIRD centre as a centre of excellence continues, with 2 additional customers (North Lanarkshire Council and the Criminal Injuries Compensation Service) taking backup and recovery services at Caird.	Green	---	---	---	---	---
	Develop Payroll and HR customers, targeting two new customers within the year	No positive progress to report in respect of South Ayrshire Council although we have requested a meeting to discuss the current status. We are continuing to support the Council's Customer Contact Strategy and are involved in severqal project work streams. A review of the current IT Strategy is in progress. On Customer First and Data Sharing we continue to be heavily involved with the Improvement Service and in initiatives such as eCare.	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 achieved.	Green	---	---	---	---	---
	Deliver ICT Diagnostic over 3 years at 8% savings per annum	The Diagnostic for IT Services was formally reported to and agreed by CMT at the end of September and was also reported to the Performance and Scrutiny Forum in October. Outcomes were also formally reported to F&IT Committee on 1st February 2011.	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 currents Service Plan projects green or amber at any time.		Green	95.0%	98.0%	97.0%	99.0%	⬆
	Critical Business Systems will be available to Council Resources for 98% of core business time		Green	98.0%	99.0%	98.9%	100.0%	⬆
	98% of Help desk calls will be resolved within SLA targets		Green	98.0%	Not avail	98.0%	98.0%	↕
	98% of hardware installs will be achieved within SLA		Amber	98.0%	Not avail	96.0%	99.0%	⬆

Efficient and effective use of resources

Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy

| Action | Measures *(non statistical measures shaded grey)* | Comments / Progress | Status | ---------- This Year ---------- | | ------- Previous Years ------- | | |
				Target	To date	2008/09	2009/10	Trend
	98% of software installs will be achieved within SLA		Green	98.0%	Not avail	98.0%	99.0%	⬆
	Overall user satisfaction on IT Training to exceed 95% at any given time.		Green	95.0%	Not avail	94.0%	95.0%	⬆
Green ICT Strategy	Extend ICT Strategy to Include a green ICT Plan	Work is currently underway in re-drafting the Council's ICT strategy and this will include a reference to the green ICT plan.	Green	---	---	---	---	---
	Define and Implement actions from ICT Carbon Reduction Action Plan	This continues to be driven forward with updates to the Carbon Management Plan on the specific 10 actions. Main progress this quarter is the continuation of refreshing low carbon energy emission PC's in our schools as part of the RM managed service contract plus the recent work concluded with the Carbon Trust around the Caird Centre, ICT Communications Room and one of our Secondary Schools. This was formally reported on emanating in the publication of an action plan for consideration by the Council.	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 *(non statistical measures shaded grey)* | 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	Target date amended to July 2011, following Service Review.	Amber	---	---	---	---	---
	Delivery of £3m efficiency savings by March 2011	Efficiency savings delivered.	Green	---	---	---	---	---
	Achieve conformance (25%-49%) with Procurement Capability Assessment by March 2011	PCA score 23%, November 2010. Target for conformance (25%-45%) November 2011 at next PCA assessment.	Red	---	---	---	---	---
	Delivery of CIPS accreditation courses	Course ongoing. 12 officers participating. All 12 officers succssful in Module 1 in March 2011. Module 2 result expected July 2011.	Green	---	---	---	---	---
	Support and development of staff including PDRs	End of year PDR reviews planned April/May 2011.	Green	---	---	---	---	---
Manage the Operational priorities for the Procurement Service.	Meet requirements of the Procurement Service revenue budget	Budget monitoring monthly.	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 *(non statistical measures shaded grey)*	Comments / Progress	Status	----------- This Year -----------		------- Previous Years -------		
				Target	To date	2008/09	2009/10	Trend
Ensure compliance with the Councils policies and procedures	Monitor and deliver Service Plan Objectives	Target date amended to reflect Service review outcomes, new target date August 2011.	Amber	---	---	---	---	---
Support the Services Customers in delivery their Service Plan objectives which relate to Procurement	Deliver joint Procurement activities	Team plans submitted to CMT April 2011.	Green	---	---	---	---	---
	Support Procurement processes that meet the needs of the customer	Various processes created or in preparation. Ongoing review.	Green	---	---	---	---	---

Performance Management and Improvement

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

Action	Measures *(non statistical measures shaded grey)*	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.	Green	---	---	---	---	---
	improvement Plans approved by committee	Implementation of the improvement plans for Accounting and Budgeting and the IT Help Desk are complete.	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 Executive Committee, along with the identification of improvement measures for 2010/11 SPIs emphasises the importance of performance improvement for the Council. The SPIs for 2009/10 for all local authorities have now been issued by Audit Scotland and a report to review and compare South Lanarkshire's comparative performance has been completed. The exercise carried out by the Improvement Unit on SPI prioritisation linked to Council priorities was also included within this report. Emphasis for the Council is to sustain and/or pursue improvement on 'high importance' measures.	Green					

Performance Management and Improvement

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

Action	Measures *(non statistical measures shaded grey)*	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	Resources' commitment and ongoing commitment to LPI coverage agreed at CIAB 14 December 2010. LPIs will be considered by Resources for 2012 Resource Plans which will be reviewed by Central Research Unit.	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	Analyis of toolkits completed during 2010/11 and used as reference to service provision confrmed via CIAB. This will be reviewed in 2011/12 through CIAB.	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. Empower events for 2010/11 were completed on time.	Green	---	---	---	---	---
	Review and implement Council activity relating to requirements of BV2	SRA (Year 2) submission approved by Executive Committee 1 December 2010 reflected Council's approach to responding to areas of uncertainty included in Year 1 AIP. CIAB considered the Audit Scotland 'Overview Report' and identified anumber of areas referred to in the report which would impact on BV related activity. An update report on the roll out of Empower (self asssment model) was presented to Executive Committee on 1 December 2010 and showed progress in line with agreed programme.	Green	---	---	---	---	---

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

Action	Measures *(non statistical measures shaded grey)*	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 a number of exercises.	Green	---	---	---	---	---

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

Action	Measures *(non statistical measures shaded grey)*	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	Procurement Strategy implementation plan target date of July 2011, due to Service Review.	Green	---	---	---	---	---
	Completion of the Diagnostic Projects as per agreed timetable	Progressing well. Continuing to work on efficiency programme. 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	Green	---	---	---	---	---
	Options appraisal conducted on alternative models of service delivery, resulting in efficiencies being realised	Service Review planned for April - June 2011. Alternative service delivery projects regarding the Cultural Trust and SEEMIS were brought to a close between August and October 2010. The move to 4 weekly pay was implemented February / March 2011 with Teachers to follow in April.	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. Review planned 2012.	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	Review of centralised Procurement Service June 2011.	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	---	---	---	---	---

Performance Management and Improvement

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

| Action | Measures (non statistical measures shaded grey) | Comments / Progress | Status | ---------- This Year ---------- | | ------- Previous Years ------- | | |
				Target	To date	2008/09	2009/10	Trend
	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 respect of South Ayrshire Council although we have requested a meeting to discuss the current status. The Council is no longer involved in the discussions around the Clyde Valley and Shared Services	Amber	---	---	---	---	---
	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	---	---	---	---	---
	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 (non statistical measures shaded grey) | 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	Suite of PIs developed for iProc implementation April/May 2011.	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	Sustainable Strategy to be reviewed on production of overarching Procurement Strategy.	Green	---	---	---	---	---
	In printing and writing paper applications products should contain at least 50% recycled content	Currently paper contains 70% recycled content.	Green	---	---	---	---	---
	In tissue paper applications products should contain 100% recycled content	All tissue is 100% recycled content.	Green	---	---	---	---	---
	Ensure Council Contracts are advertised on Council Website, ensure all EU Contracts are addvertised on Public Contracts Scotland	All contracts are advertised on Council website. All EU contracts on Public Contracts Scotland.	Green	---	---	---	---	---
	Provide Sustainable Procurement training to all Procurement Service	Training plan will be developed following Sustainable Procurement strategy implementation.	Green	---	---	---	---	---

Vision and Strategic Direction

Develop responsible procurement practices

| Action | Measures (non statistical measures shaded grey) | Comments / Progress | Status | ----------- This Year ----------- | | ------- Previous Years ------- | | |
				Target	To date	2008/09	2009/10	Trend
	Sustainability Criteria in all Council tenders and Contracts by summer 2011	Sustainable Procurement Strategy in development. Implementation by Summer 2011 uncertain.	Amber	---	---	---	---	---
	Participate in supplier development and Meet the Buyer events	Supplier development events ongoing. In consultation with Chamber of Commerce for future agenda. Latest event in conjunction with North Lanarkshire Council, April 2011.	Green	---	---	---	---	---
	Utilise collaborative contracts which offer sustainability advantages	SLC utilise all appropriate collaborative contracts which offer sustainable advantage. Latest contract being national collaboration for supply of water.	Green	---	---	---	---	---
	Sign up to Suppliers Charter by summer 2011	Charter signed.	Green	---	---	---	---	---
	Nominate a Sustainable Procurement Champion	Peter Field identified as Sustainable Procurement Champion.	Green	---	---	---	---	---

Vision and Strategic Direction

| Action | Measures (non statistical measures shaded grey) | 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	Required Impact Assessments completed up to date.	Green	---	---	---	---	---
	Number of Reports on Impact Assessments published on Website	Reports published on website as approved	Green	---	---	---	---	---
	Progress in relation to Equality Impact Assessment actions is monitored and reported to Equal Opportunities Forum	Equality Impact Assessment actions being monitored and updated as required.	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 to the Equal Opportunities Forum took place on 14 September 2010.	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	100% coverage of PDR and associated training plans of employees in the scope	All staff have a current PDR	Green	100.0%	100.0%	Not avail	100.0%	⚪

Vision and Strategic Direction

Vision and Strategic Direction

| Action | Measures (non statistical measures shaded grey) | Comments / Progress | Status | ----------- This Year ----------- | | ------- Previous Years ------- | | Trend |
				Target	To date	2008/09	2009/10	
development and effective implementation of personnel policies and employee learning and development opportunities	100% of staff recruited through competency based interview by 2011	All recruitment following competence based interview.	Green	100.0%	100.0%	Not avail	Not avail	◯
	Average no of off job training days per member of staff	Reviewed training plans and organised appropriate learning and development activities.	Green	Not avail	Not avail	Not avail	Not avail	◯
	Labour turnover rate	No issues	Green	Not avail	Not avail	Not avail	Not avail	◯
	Training activities - actual compared to plan	Arranged closedown meetings with Managers and reviewed training plans identified through PDRs.	Green	---	---	---	---	---
	Staff absence rate (SPI)		Green	2.5%	Not avail	Not avail	2.5%	◯
	Prepare and deliver IIP submission for Finance and IT Resources by end of September 2010	The Resource concluded the preparation, submission and presentation of its Investors in People evidence. The Resource was once again successful in complying with the IIP standard.	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	◯

Governance and Accountability

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

| Action | Measures (non statistical measures shaded grey) | Comments / Progress | Status | ----------- This Year ----------- | | ------- Previous Years ------- | | Trend |
				Target	To date	2008/09	2009/10	
promote Corporate Governance and Standards	Delivery of Risk Control Actions by due date	In Quarter 3: Finance & IT = 62.5% Council Wide = 56.0% Updated figures on the year end position will be presented in due course.	Amber	---	---	---	---	---
	Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas		Green	---	---	---	---	---
	Actions from approved risk management work plan to be delivered by agreed date	42.4% at Status 1 and 2 (Achieved)	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 (non statistical measures shaded grey)	Comments / Progress	Status	----------- This Year ----------- Target	To date	------- Previous Years ------- 2008/09	2009/10	Trend
	Half yearly reporting to Risk and Audit Manager by nominated lead officers on progress made on Council's top 20 risks		Green	---	---	---	---	---
	Review the operating arrangements of the Risk Management and Audit Forum in line with good practice	Review complete	Green	---	---	---	---	---
Deliver 2010/11 Audit Plan	Completion of audit work to draft stage by year end, i.e. 30 April	74 of 87 planned jobs completed by end of December. This is 85% of the whole year plan.	Green	---	---	---	---	---
	Audit actions to be delivered by due date (Reported to Chief Executive through quarterly performance reports)		Report Later	Not avail	Not avail	Not avail	Not avail	◯
Fraud management	Deliver National Fraud Initiative actions by April 2011	100%	Green	---	---	---	---	---
	Compliance with Red Book guidance during 2010/11	13 of 14 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	---	---	---	---	---