

Report

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Report to:	Finance and Information Technology Resources Committee
Date of Meeting:	14 June 2011
Report by:	Chief Executive

Subject:	Finance and Information Technology Resources - Resource Plan 2011/12
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Request approval of the Finance and Information Technology Resources Resource Plan for 2011/2012.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the key achievements made by the Resource during 2010/2011 are noted
- (2) that the Resource Plan 2011/2012 be referred to the Executive Committee for approval and
- (3) that a six monthly interim progress report be provided to a future meeting of the Committee.

3. Background

- 3.1. The Resource Plan has been prepared based on an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates. It also identifies achievements for the previous year and establishes objectives and priorities for the new year.
- 3.2. The Resource Plan 2011/2012 embodies the Improvement Themes of the Council Plan 'Connect', based on the 2009 Mid Term Review.
- 3.3. The Resource Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates and also identifies achievements for the previous year, reflects new improvement themes as appropriate and establishes objectives and priorities for the new year.
- 3.4. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented with the details of individual service plans.

Ultimately, these details are included in the key work objectives of individual officers.

4. Progress for 2010 – 2011

- 4.1. Our Resource Plan for 2010/11 clearly set out specific actions to be undertaken in support of the Council's Corporate Improvement Themes. Each action has one or more defined measures which have been allocated to Service Heads. The measures are the reporting mechanism through which the members of the Council and the wider public are informed, twice yearly, of our stated actions.
- 4.2. The Resource objectives for 2010-2011, and progress against these, are listed below and overleaf, under the relevant Corporate Improvement Theme.

Efficient and effective use of resources	
Resource Plan Objective	Progress
Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term strategies.	The Core business of Finance Services is progressed well throughout the year with all services meeting performance targets.
Develop a Financial strategy in advance of the outcome of the comprehensive spending review to allow budget planning for 2011/12, and to review this as the three year settlement becomes available.	Elsewhere the core work of the service has concentrated on the preparation and consultation of savings proposals in advance of the comprehensive spending review and onward settlements later this year.
Prepare and Deliver a Procurement Strategy, to include sustainable practices, that supports £9 million savings between 2010/11 and 2012/13	There has, due to a review of the procurement service, been some slippage on delivery of the procurement strategy. However, following consultation with heads of support services, publication of the revised Procurement Strategy has been moved forward to the 2011/12 financial year.
Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.	The Core business of Information Technology Services also progressed well throughout the year, with all sections meeting performance targets in respect of critical systems availability and problem resolution. Delivery of the IT Strategy, and onward support of Council Priorities and front line services, continues to exceed performance expectations with over 95% of the plan on schedule to deliver.
Performance Management and Improvement	
Resource Plan Objective	Progress
Implement effective Best Value Management arrangements to ensure continuous improvement and effective and efficient service delivery.	The Improvement Unit continued to make good progress in responding to improvement actions in respect of the Best Value Audit. Equally excellent progress has been made in respect of BV2, with the training in the Public Sector Improvement Framework (PSIF) already complete as well as implementation of the new national framework.
	As part of the Year 2 SRA/AIP process there are no areas of significant risk identified for the Council.

Implement a strategic response to the Scottish Government's Efficient Government Agenda.	In respect of the Efficient Government Agenda, the Resource has led several efficiency initiatives in respect of the National Diagnostic and Grant Thornton Alternative Service Delivery Assessment. Locally the Resource has made excellent progress in respect of the Diagnostics for both Finance and Information Technology Services, whilst providing further services via the Centre to a number of public sector organisations.
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Governance and Accountability	
Resource Plan Objective	Progress
Ensure that high standards of governance are being exercised through the use of Scrutiny Forums, Audit Plans and Risk Management.	In overall terms there is good progress in governance arrangements with both Audit and Risk annual reports detailing improvements in performance.

Vision and Strategic Direction	
Resource Plan Objective	Progress
Contribute to the Council's sustainability work through responsible procurement practices.	The Service has completely revised its contribution to Sustainable Development. These measures remain on course to deliver.

- 4.3. Corporate Improvement Theme – Efficient and Effective Use of Resources
 The Resource has 62 measures pertaining to Efficient and effective use of resources. As at the end of Quarter 4, 55 measures are classified as 'green' (achieved or on course to achieve). 4 are marked as Amber, whilst 1 measure is marked as Red. 2 measures will be reported at a later date.

The bulk of the performance concerns centre around the Procurement Service. There have been delays in delivery of the Procurement Strategy as well as a failure to achieve conformance with the Scottish Procurement Capability Assessment. Consequently, a review of the Procurement Service has been concluded and these measures will continue into the 2011/12 Resource Plan.

There has been some minor slippage in Business Continuity Planning and this is being actively managed by the Head of IT Services.

There has been some minor variance on the target for IT Hardware installations. However this is within the scope of the existing contract arrangements and provides no cause for concern.

- 4.4. Corporate Improvement Theme – Performance Management and Improvement
 The Resource has 23 measures pertaining to Performance Management and Improvement. As at the end of Quarter 4, 21 measures are classified as 'green' (achieved or on course to achieve) and 1 will be reported at a later date. 1 measure is reported as Amber, and this relates to expanding shared service of the Council's Payroll Service. Not surprisingly, given the financial climate, this target has proved difficult. Nonetheless, it has been significantly offset by attracting additional customers to the Council's Datacentre at Caird Street.

- 4.5. Corporate Improvement Theme – Governance and Accountability
The Resource has 12 measures pertaining to Governance and Accountability. As at the end of Quarter 4, 9 measures are classified as ‘green’ (achieved or on course to achieve). 2 measures are noted as being reported as Amber (minor slippage) and 1 measure will be reported at a later date.

There is some minor slippage in compliance with the Red Book Guidance. However, of the 14 milestones 13 have been achieved. Whilst there has been an overall improvement in the delivery of Risk Control Actions, the improvement fell short of our own targets. The Head of Audit and Improvement will continue to monitor this.

- 4.6. Corporate Improvement Theme – Vision and Strategic Direction
The Resource has 29 measures pertaining to Vision and Strategic Direction. As at the end of Quarter 4, 25 measures are classified as ‘green’ (achieved or on course to achieve) and a further 3 measures will be reported at the end of the financial year. 1 measure is marked as Amber and is due to minor slippage in achieving Sustainability Criteria in all Council contracts this year. This measure will be carried forward into the 2011/12 Resource Plan.

5. Financial Information

- 5.1. The Revenue Budget position for the Resource is noted below

Total Budget	Forecast Year to date	Actual Year to date	Variance explanation
£14.4m	£14.3m	£14.3m	<ul style="list-style-type: none"> Vacancies throughout the Resource

- 5.2. The Capital Budget position is noted below

Total Budget	Forecast Year to date	Actual Year to date	Variance explanation
£0.5m	£0.3m	£0.3m	<ul style="list-style-type: none"> Delays in progressing Networks and Communications contracts

6. Employee Implications

- 6.1. There are no personnel implications arising from this report, other than a direct link to the Performance and Development Review process.

7. Financial Implications

- 7.1. Resource Plan objectives and more detailed Service Plans inform financial planning within the Resource. There are, however, no specific financial implications arising from this particular report and priorities have been delivered within existing revenue and capital resources.

8. Other Implications

- 8.1. In preparing the Plan, the risks associated with the activities of the Resource have been identified and evaluated. Those risks which require mitigation are noted in the Resource Risk Control Plan.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 9.2. There is no requirement to undertake any consultation in terms of the information contained in this report.

**Archibald Strang
Chief Executive**

20 May 2011

Link(s) to Council Values and Objectives

- ◆ Value: Accountable, Effective and Efficient

Previous References

- ◆ Finance and Information Technology Resources Committee – 1 June 2010

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Finance and Information Technology Resources

Resource Plan 2011 - 2012

For more information, or if you want this information in a different format or language, please
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Foreword

Finance and Information Technology Resources provide professional leadership and support which enables and improves the delivery of front-line services. Sound financial management and a modern information and communications technology environment are central to the achievement of the Council's objectives.

The developing economic position and increasing focus on changing the way that services are delivered makes this supporting role even more vital. The Resource comprises four Services – Finance, Information Technology, Procurement and Audit & Improvement . Our work reflects the commitment to responding to the Council's vision within Connect (Council Plan 2007-2012), particularly in ensuring effective and efficient use of resources.

Finance Services are responsible for ensuring that the Council's priorities are effectively funded. In addition Finance Services manage the financial affairs of the Council, performing a stewardship role in monitoring and reporting on financial performance across the Council. In 2011/12 this reflects a Revenue Budget of £715million, Housing Revenue spend of £82million, General Services Capital Programme of £170million, and Housing Investment Programme of £41million.

Information Technology Services operate as a centralised Information and Communication Technology (ICT) service provider for the Council, coordinating and delivering a wide range of services. These include the support and maintenance of over 16,000 PCs and servers, running over 200 business applications for all departments including schools. This delivery is supported by Council wide networks including fixed and mobile telephony, large volume printing, electronic mail, training and all internet services.

Procurement Services is responsible for the strategic and tactical development of all procurement functions within the Council. From 2010 to 2013 the Procurement Service is key to the delivery of Council efficiency savings and will contribute to target savings.

Audit and Improvement Services operate the key governance arrangements for the Council, including planned audit assignments, risk management and Insurance portfolio management. In addition the Audit and Improvement Service coordinates guides and monitors all improvement activities of the Council, and leads the Council's preparation in respect of Best Value 2.

Achievements 2010/11

There is little doubt that the major challenge facing the Council last year, and for the foreseeable future, is development and implementation of a financial strategy that helps South Lanarkshire Council meet its fiscal, statutory and service obligations. Consequently development of the Financial Strategy took place in the hardest financial and operational climate for many years, with extensive consultation at member and officer level preparing the Council for the future as a corporate unit. In the last twelve months the Resource has continued to ensure sound financial and governance arrangements are in place to support initiatives throughout the Council.

The Council's centralised Procurement Service was set up to ensure effective and efficient procurement of goods and services. The service has begun to play its part in assisting Resources in achieving their own efficiency savings.

IT Services has successfully implemented the first phase of the IT Diagnostic and has continued to ensure effective implementation of appropriate hardware and infrastructure that help Council Resources drive efficiencies within their own areas. The service has also had success in attracting additional customers, and income, to the shared service centre at Caird.

The stewardship and governance role of the Council assumes vital importance in times of financial austerity. The Resource has led this role with considerable success in Audit and Improvement Services. Many examples of good practice continue to be cited by External Audit. Preparations for Best Value 2 have been developed, including use of International standards. Subsequently there has been significant improvement, and visibility, of the Council's Improvement agenda.

Challenges

As we move into 2011/12, the key challenge for the Council continues to be one of sound financial planning and governance. Our Financial Strategy will be further developed to deal with the emerging economic position. Finance and IT Resources will lead and co-ordinate the Council's response to ensure a sound Financial Strategy that drives efficiency savings. Sound financial management and procurement practices, coupled with robust Information technology solutions, will continue to support Resources in delivering services to Citizens.

Archie Strang.
Chief Executive

Key Influences

A number of key external influences affect service development within the Resource, reflecting central government priorities and statutory requirements. The major influences relate to,

- National Economic Structure
- National Priorities - Efficient Government
- Statutory Requirements

National Economic Structure

The Council was faced with a cut in Government funding of 2% leading into the financial year 2011/12. This meant that, for the first time, a savings exercise in excess of £20 million had to be implemented by the Council. This required tough decisions to be taken by elected members in order to deliver a balanced budget for 2011/12.

What will be required from the financial strategy for the Council in the coming years will be determined by the level of grant issued by the Government. The work of our Resource will be fundamental to the Council's success in dealing with this. We must provide a stable base, upon which key decisions can be taken and plans for the future made.

National Priorities – Efficient Government

Partnership working is central to the Modernising Government, and Efficient Government agendas. Joint working with other public services continues to be considered both at a strategic and Resource level. The Resource will contribute to the Council's work in contributing to Efficient Government, both as a single authority and in terms of considering potential areas for partnership.

In terms of Efficient Government and Shared Services, Information Technology Services is contributing to this agenda using its modern Data Centre at Caird Street, Hamilton. In addition to providing the underlying technology infrastructure for all the Council's business critical applications, it is also providing services for other organisations within the public sector. The Resource also provides Payroll Services to South Lanarkshire Leisure and Culture as well as the Lanarkshire Valuation Joint Board.

The Resource continues to provide a model of shared infrastructure services for the University of the West of Scotland, the Scottish Government's National Infrastructure, the Scottish Government and West Lothian Council. The National Infrastructure will be used by all 32 councils and will deliver card management for the entitlement cards, citizen access and a land and property gazetteer. Other organisations, including North Lanarkshire Council and the Criminal Injuries Compensation Authority, have expressed an interest in using the facility.

As a support service, Finance and Information Technology Resources enables other Resources to meet national priorities in, for example, Supporting People and the Social Justice Agenda. This will be reflected in work detailed in specific IT Business Plans.

Finance and IT Resources provide a lead role in the development of responsible procurement practices, both on an annual basis and as part of the Council's long-term commitment to procuring goods and services effectively. Consequently the Procurement service will lead development of, and tactical deployment of a Procurement Strategy that contributes to the Council's efficiency programme.

Finance and IT Resources will not be exempt from playing its part in the stringent carbon reduction commitments set by government. As well as including provision in the Financial Strategy for the purchase of credits to cover 90% of the Council's emissions and Internal Audit validating the July 2011 CRC return, the Resource Energy Efficiency Sponsor will be promoting good housekeeping aimed at energy reduction.

Statutory requirements

The Council has a statutory duty to publish an Annual Report which includes financial information and summary operational details, as well as a requirement to prepare a budget each year and declare the level of rent and Council Tax by the due date.

The Local Government in Scotland Act 2003 introduced a statutory duty on councils to deliver Best Value; gave councils a general power to advance well being; and introduced a statutory underpinning for Community Planning. Following on from the initial round of Best Value audits for all 32 Scottish local authorities, the Accounts Commission introduced new arrangements relating to BV2 which introduced the Shared Risk Assessment (SRA) process. Shared Risk Assessment takes account of recommendations from the Crerar review which was for audit and inspection to become more proportionate and risk based. The SRA involves consideration of the Council's position, on an annual basis, by a Local Area Network (LAN) comprising representatives from audit and inspection bodies. The LAN prepares an Assurance and Improvement Plan which identifies levels of scrutiny risk (Red, Amber, and Green) and a scrutiny schedule for three years. South Lanarkshire Council reviews areas of scrutiny risk with Resources and remedial action taken as appropriate in order to manage improvement.

Background

In addition to our stewardship role, we have the job of securing all of the Council's funds, both revenue and capital, and directing them to areas of agreed priority. Our strategic focus, particularly in relation to future funding arrangements, gives us the opportunity to maximise the Council's financial potential. We provide information to allow managers at all levels to measure their performance, both financial and operational and within the context of Best Value. We operate both efficiently and effectively in order that the overheads of frontline services are kept to a minimum.

Internal Influences

Community Plan

The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The Plan was refreshed in 2010/2011 and is now structured around 5 aims:

- Improving health and tackling inequalities;
- Reducing crime and improving community safety;
- Promoting sustainable and inclusive communities and opportunities for all throughout life;
- Ensuring sustainable economic recovery and development;
- Tackling poverty.

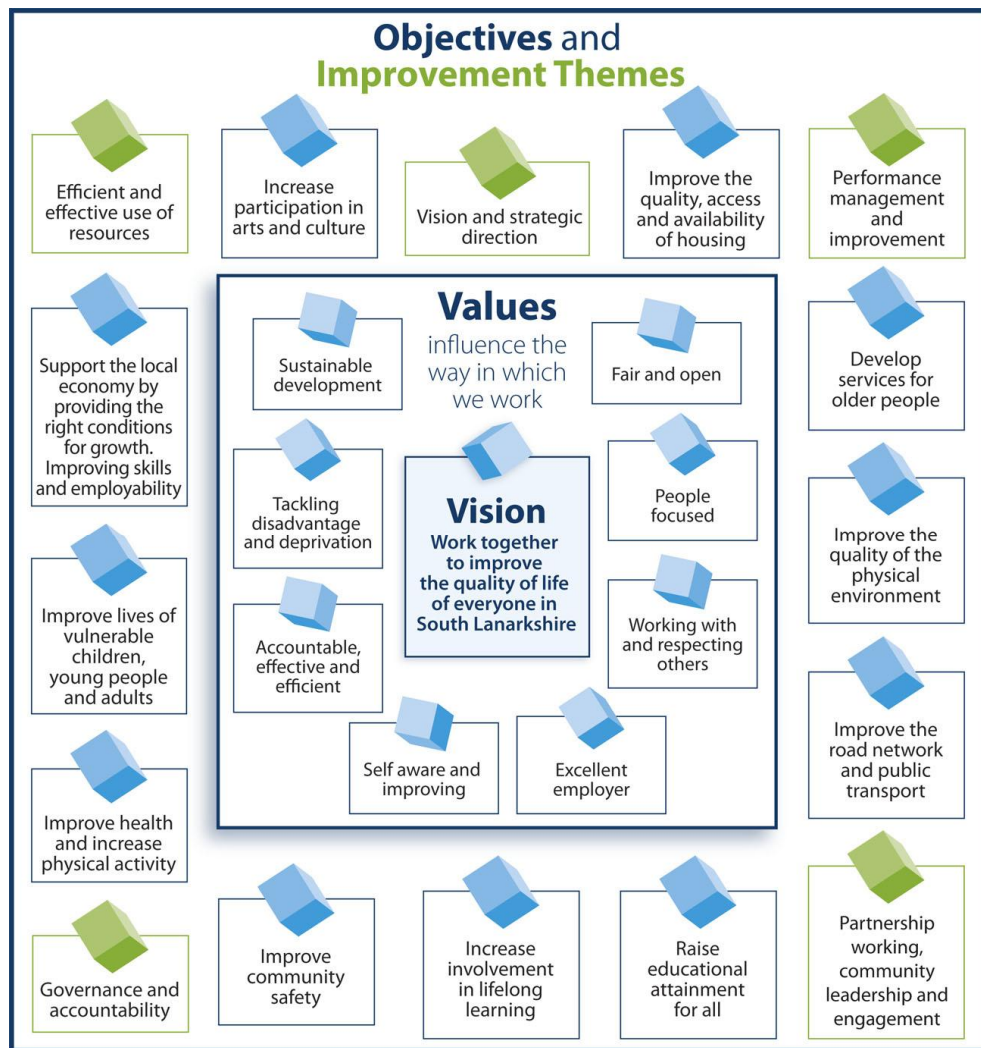
The Council works with its partners to achieve these aims, and reflects its commitment within the Council Plan.

Council Plan

The Council Plan Connect 2007/12 was reviewed during 2009 to reflect developments both internally and externally.

The Corporate Improvement Plan (CIP) sits within Connect and provides a single focus for the development and delivery of all corporate improvement activity within the Council. The CIP has been developed in response to the Audit of Best Value and Community Planning to ensure that corporate improvement activity is better prioritised and co-ordinated.

A diagram showing the Council's vision, values, objectives and improvement themes is shown overleaf.



Connect priorities

A summary of the refreshed Council priorities are identified below:

Connect Improvement Themes

- Sustainable development (within Vision and Strategic Direction)
- Partnership working and Community Leadership/Engagement
- Performance Management and Improvement
- Efficient and effective use of resources

Council objectives

- Improve the quality, access and availability of housing
- Develop services for older people
- Improve the road network
- Schools modernisation
- Support the local economy by providing the right conditions for growth, improving skills and employability

Resource Plans reflect Connect priorities. However, delivery of the priorities identified above will be heavily dependent over coming years on resource availability. On this basis, future financial settlements will inform the need to further reassess our priorities.

As with all Resources, Finance and IT Resources continues to uphold South Lanarkshire Council values in all our work

From the above Themes and Objectives, Finance and IT Resources will lead the Council in *Efficient and Effective Use of Resources, Performance Management and Improvement and Governance and Accountability*. As with all Resources, Finance and IT Resources continues to uphold South Lanarkshire Council values in all our work. **Resource specific priorities and actions against corporate improvement themes are listed in Section 5.**

The development of the SOA for 2009/10 – 2011/12 – between Planning Partners in South Lanarkshire and the Scottish Government – commits the Council to achieving identified local outcomes, which in turn contribute to the Scottish Government's 15 National Outcomes. The Local Outcomes in the SOA have been drawn up with reference to the objectives and actions within the Council Plan and Community Plan, so that achievement against the Council Plan is also achievement against key aspects of the Single Outcome Agreement.

Best Value

The Council continues to address remaining actions from the initial Audit of Best Value and Community Planning in 2009. Under BV2 arrangements the Council had no areas of significant risk as a result of the Year 1 (2010) Shared Risk Assessment. There were three areas of uncertainty two of which have now been removed and the third continuing into 2011. The Assurance and Improvement Plan has been updated for Year 2 (2011) and the scrutiny implications will be managed by Resources as appropriate. This is organised through Corporate Improvement Advisory Board officers and progress updates co-ordinated and reported to elected members by the Corporate Improvement Unit.

From a Finance and Information Technology Resources perspective Years 1 and 2 AIP include 'Use of Resources – Procurement' as an area of uncertainty. In Year 2 this was also applied to 'Use of Resources – Finance'. However, no additional scrutiny is proposed for either of these and progress will be monitored as part of the annual audit.

The outcomes from all corporate improvement projects are transferred to 'Benefits Tracking' as appropriate. Progress is monitored through IMPROVe and reported half yearly to elected members.

The Council continues to develop its approach to self evaluation through the roll out of EMPOWER. Within Finance and IT Resources, Risk and Audit completed a pilot assessment in February 2010, followed by Corporate Finance in November 2010. Actions to respond to areas for improvement are included within Resource and Service Plans as appropriate.

The Resource objectives reflect our commitment to the provision of effective professional and technical support to ALL Council priorities via Council Resources, elected members, and all other stakeholders, whilst ensuring compliance with statutory and professional requirements.

We ensure that employees are enabled to deliver services effectively through the process of Performance and Development Review and associated training and development.

Information Technology Services operate as centralised Information and Communication Technology (ICT) service provider for the Council, coordinating and delivering a wide range of services to Council Resources in respect of,

- Business Systems Solutions
- Technology Services
- Training and Support Services

Finance Services provide the Council's payroll function for 16,500 employees, ensure prompt payment of over 200,000 supplier invoices, provide a VAT accounting service, manage banking and debt management, as well as development of the Council's corporate financial management systems. As well as preparing the Council's final accounts, the Accounting and Budgeting function sets the budget, and monitoring arrangements, in co-operation with Resources to meet agreed deadlines.

The Procurement Service works to coordinate strategic procurement activity throughout the Council. In addition the Procurement Service will benchmark its performance using the Procurement Capability Assessment facilitated by Scotland Excel. The Procurement Service is currently managed by the Head of Finance on an interim basis, and delivered by three Procurement Managers covering,

- Corporate Resources and Finance & IT Resources;
- Community Resources, South Lanarkshire Leisure and Social Work
- Housing & Technical Resources, Enterprise Resources and Education.

Audit and Improvement Service

The Resource has experienced some structural changes during March 2011. This has involved the inclusion of the Risk Management, Internal Audit and Financial Performance teams within a new Audit and Improvement Service. This Service will also include the Corporate Improvement Unit. The merger should provide an opportunity to maximise the linkages between improvement planning, the emerging Council Plan and the work of the three teams within the newly formed service, and will coordinate the risk management function for the Council, assisting in identification and management of risks associated with the delivery of its objectives.

Risk Management and Audit Services provide assurance to senior officers and elected members that risks associated with delivery of Council plans are being identified and appropriately managed. This assurance is mainly evidence based. The service is also charged with the direct management of some Council wide risks including insured risks and fraud.

The Corporate Improvement Unit has the responsibility to manage the Council's response to BV2, including providing advice on service reviews and other improvement projects, and in due course to manage the reporting of benefits and outcomes. The CIU also coordinates self evaluation activity (EMPOWER) and works with the Central Research Unit, through the Corporate Improvement Advisory Board to ensure robust performance management arrangements remain in place. In 2011/12 a key area of work will be preparation of Connect 2012 including the associate Strategic Environmental Assessment. The work of the CIU is directed to Resource through the Corporate Improvement Advisory Board.

The Financial Performance Section incorporates Research/Strategy and Funding and Compliance work, including:

- Guidance and advice on areas financial, statistical and technical accountancy relevance
- Working with Finance Services in the preparation of the annual Efficiency Statement
- Co-ordination, audit and reporting on statutory performance information
- Ensuring compliance with requirements of external funding bodies - including claims verifications and audit

Finance and IT Resources has 126 measures outlined in our Resource Plan which relate to the delivery of its objectives in relation to Council Plan for 2007 – 2012. Performance in respect of financial year 2010 – 2011 is as follows,

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual
Efficient and effective use of resources	55	4	1	2
Performance Management and Improvement	21	1		1
Vision and Strategic Direction	25	1		3
Governance and Accountability	9	2		1
Partnership Working, Community Leadership and Engagement				
Raise educational attainment for all				
Increase involvement in life long learning				
Improve health and increase physical activity				
Improve the quality of the 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 skills 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

Further detail on the table, as well as any proposals to correct poor performance, are attached to this plan as appendix 1.

Resource achievements (2010/11)

Council Improvement Theme: Effective and efficient use of Resources		
Resource objective	Measures	Achievement
<p>Implement effective Best Value management arrangements to ensure continuous improvement, and effective and efficient service delivery</p>	<ul style="list-style-type: none"> • Completion of reviews as per timetable • Improvement Plans approved by Council Committee • Efficiency savings identified and realised 	<p>Achieved</p> <p>In conjunction with the Corporate Improvement Unit, the Resource made good progress in responding to improvement actions in respect of the Best Value Audit. Equally good progress has been made in respect of BV2, with the training in the Public Sector Improvement Framework (PSIF) already complete and rolled out to Risk and Audit.</p> <p>The Best Value of Accounting and Budgeting has been completed. The initial improvement plan is has been delivered and the Diagnostic of Finance Services moves to phase its second phase.</p>
<p>Implement a strategic response to the Scottish Government's Efficient Government agenda, based on five themes</p> <ul style="list-style-type: none"> - Managing absence, asset management, procurement, shared service and streamlining bureaucracy 	<ul style="list-style-type: none"> • Achievement of procurement efficiency savings targets • eProcurement solution – 	<p>Achieved</p> <p>In respect of the Efficient Government Agenda, the Resource has made good progress in providing further services via the Caird Centre to a number of public sector organisations. Financial savings set for the Procurement Service achieved in 2011/12 financial strategy.</p>

Council Improvement Theme: Effective and efficient use of Resources		
Resource objective	Measures	Achievement
Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies	<ul style="list-style-type: none"> Accounts completed by the 30 June and receipt of clear audit certificate by 30 September 	<p>Achieved</p> <p>The financial challenges facing the Council over the next 4 years has been clearly communicated to Elected Members, Senior Managers and staff.</p> <p>The budget for 2011/12 is complete. A revised financial strategy for 2012 – 2015 is being prepared.</p> <p>Despite a drop in Council Income, particularly in Capital Receipts, Finance Services has continued to facilitate prudent financial services.</p> <p>The Annual Accounts for 2009 - 2010 was successfully completed on time, and the Council is in receipt of a clear Audit Certificate</p>
Test that high standards of governance are being exercised	<ul style="list-style-type: none"> Completion of audit plan to draft stage by year end Corporate governance checks to be completed annually Statement of control to be included in the annual report Audit actions to be delivered by due dates 	<p>Achieved</p> <p>There is good overall progress in implementing governance arrangements, with 98% of Internal Audit Action Plan completed against a target of 95%.</p>
Promote compliance with accepted good standards of risk management	<ul style="list-style-type: none"> Actions from approved risk management workplan to be delivered by agreed dates 	<p>Achieved</p> <p>Council wide Risk Plan in place and reported to Committee, with 2010/11 showing 79% of actions completed against a target of 60%.</p>

Council Improvement Theme: Effective and efficient use of Resources		
Resource objective	Measures	Achievement
Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy	<ul style="list-style-type: none"> Measured and reported via the Service Planning Framework Report on performance and major project initiations to CMT on eight weekly basis. Success to be defined as 80% of Service Plan projects green at any time, and less than 5% red 	<p>Achieved The Core business of IT Services progressed well throughout the year with sections meeting performance targets in respect of critical systems availability and problem resolution.</p> <p>Delivery of the IT Strategy, and onward support of Council Priorities and front lines services, continues to exceed performance expectations with 97.6% of the plan on delivered on schedule.</p>

Council value: Sustainable development		
Resource Objective	Measures	Responsibility
To develop responsible procurement practices	<ul style="list-style-type: none"> Increase annually the % and value of contracts with local SMEs Specify recycled/recyclable content in 100% of contracts 	<p>Achieved: The Council continues to apply a significant spend with Small to Medium enterprises.</p> <p>The sustainability toolkit is being rewritten and implemented across the Council.</p>

Finance and IT Resources had a number of actions that incurred minor slippage in the Resource Plan for 2010 – 2011. The action and Management activity to address the issue is summarised in the Quarter 4 Resource Plan update for 2010/11.

Service Performance Information

Council Wide Statutory Performance Indicator – Managing absence

The Council policy relating to managing absence is used effectively within the Resource to ensure the appropriate support and advice is provided to employees. This ensures the level of absence is kept to a minimum. Results for this Resource, for the last three years, and target for 2010/11 are noted below.

2008/9 Actual	2009/10 Actual	2010/11		2011/12 Target
		Target	Actual	
2.30%	2.00%	2.5%	2.1%	2.5%

The Chartered Institute of Public Finance and Accountancy (CIPFA) - Scottish Directors of Finance Section invite Councils to return performance information on a number of finance related measures. Examples of these are noted below.

Payroll actual cost per payslip produced

The cost per payslip within South Lanarkshire Council has remained constant, at a lower level, over the last three years due to the management of reduced central support costs, and reduced costs relating to financial management system.

SLC performance (Cost of payslip produced)			
	2008/09	2009/10	2010/11
Actual	£1.18	£1.02	Available
Rank of 32	2	1	June 2011
Range (2009/10)	£1.02 - £6.03		

As part of the councils efficiency plans the Council has now moved its payment frequency from 2 weekly to 4 weekly. This has saved the council £150,000 per year through reduction in staff, however, as the number of payslips will now halve, the performance indicator for Cost per Payslip will increase in future years, and therefore will not be directly comparable to previous years.

Cost of Internal Audit per £1million of net expenditure

The cost of Internal Audit within the Council has decreased over the last three years, and as a consequence has seen a fall in ranking compared with other councils. The existing budget allows for the provision of services to external clients as well as the Council.

SLC performance (Cost of Internal Audit per £1m)			
	2008/9	2009/10	2010/11
Actual	£955	£729	Available June 2011
Rank of 32	17	29	Published Dec 2011
Range (2009/10)	£405 - £2,277		

The following performance is relative to Finance Services and benchmarked with the CIPFA Directors national indicators across Scotland's 32 Local Authorities.

Percentage of invoices paid within 30 days

The results shown below confirm the Council's commitment to increasing the percentage of invoices paid within the statutory timescale. The Council has set challenging targets over the last few years, ahead of those set by Audit Scotland, and in the last two audit reports remained within the top 10 ranking councils in Scotland.

SLC performance (Invoices within 30 days)			
	2008/9	2009/10	2010/11
Target	85%	85%	85%
Actual	89%	92%	92%
Rank of 32	9	8	Published December 2011
National Average	85%	88%	

Litigation claims: Number of claims per 10,000 population

Through pro-active management of insured hotspots, we are working to gradually reduce the number of claims year on year. While 2008/09 saw an increase in the claims per 10,000 population the ranking for the Council improved.

SLC performance (Claims per 10,000 population)			
	2008/9	2009/10	2010/11
SLC	36.3	Measure discontinued	
Rank of 32	26	Measure Discontinued	
National Average	26.7		

Litigation claims: Claims value as percentage of revenue budget

Although the number of claims can be influenced, control over individual settlement values is more difficult due to the wider litigative environment. However, values of motor claims are reducing, which helps to offset settlements to individual employees and citizens, particularly for injury claims. Targets are set locally for each class of insurance in terms of value, eg 10% reduction in employer liability claims value.

SLC performance (Claims Value as % of Revenue Budget)			
	2008/9	2009/10	2010/11
SLC	0.2%	0.2%	Available end April 2011

Information Technology Services Indicators

There are no Statutory Performance Indicators for Information Technology Services. However in line with good practice there are some Performance Indicators that are monitored to reflect performance against annually set targets. When last measured using the SOCITM benchmarking for Customer Satisfaction, the Council was ranked as the best performing unitary in Scotland.

Fault Resolution

This measure reflects the performance of the IT Help Desk in closing calls to resolution according to a Service Level Agreement.

SLC performance (Help Desk Service Level Agreement)			
	2008/9	2009/10	2010/11
Target	95%	98%	98%
Actual	98%	99%	99%

Standard Hardware and Software Installation

This measure reflects the level of hardware and software installations completed to requirements specified within the Service Level Agreement. The delivery of this is undertaken in conjunction with our Technology Delivery partner.

SLC performance (Hardware installation)			
	2008/9	2009/10	2010/11
Target	95%	98%	98%
Actual	97%	96%	97%
SLC performance (Software installation)			
	2008/9	2009/10	2010/11
Target	95%	98%	98%
Actual	100%	98.6%	98.5

Training overall satisfaction

This measure reflects level of satisfactory feedback based on evaluation of training events delivered to both internal and external attendees.

SLC performance (Training overall satisfaction)			
	2008/9	2009/10	2010/11
Target	92%	95%	95%
Actual	94%	94.1%	96.1

IT Service Plan delivery

This measure reflects the effective delivery of the IT Service Plan to each of the Council Resources. The IT Service Plan is measured in a Traffic Light system, and reported regularly, to the CMT. The Head of IT Services has set a performance measure that 95% of the plan must be achieved, or scheduled to be achieved, at any given time.

SLC performance (IT Service Plan delivery)			
	2008/9	2009/10	2010/11
Target	95%	95%	95%
Actual	96.8	99%	99%

IT Availability of business critical systems

This measure reflects the availability of business critical systems to each of the Council Resources during core business hours. The Head of IT Services has set a performance measure that 95% of critical systems must be available during core business hours.

SLC performance Critical Systems Availability)			
	2008/9	2009/10	2010/11
Target	95%	98%	98%
Actual	99.8%	99.9%	99.9%

Financial Outturn

The financial outturn results for Finance and IT Resources for the last three years were:

Resource performance (Financial outturn)						
	2008/9		2009/10		2010/11	
	Budget	Actual	Budget	Actual	Budget	Actual
Revenue	£15.3m	£15.3m	£15.2	£15.1m	£14.4	£14.3
Capital	£1.9m	£1.5m	£1.5m	£1.4m	£0.5	£0.3

There are six Resource objectives for 2011/12, which reflect our contribution to the delivery of ALL Council objectives. These objectives are detailed in the table below, with those in bold being priorities.

- **Develop a Financial strategy in advance of the outcome of the comprehensive spending review to allow budget planning for 2012/13, and to review this as the three year settlement becomes available.**
- **Maintain and refine as appropriate financial management and corporate governance arrangements relating to the Council’s short and long-term financial strategies.**
- **Implement a strategic response to the Scottish Government’s Efficient Government agenda.**
- Ensure that high standards of governance are being exercised through the use of Scrutiny Forums, Audit Plans and Risk Management. (Council Plan)
- **Facilitate achievement of the Council’s priorities and objectives through the delivery of the Information and Technology Strategy.**
- Contribute to the Council’s sustainability work through responsible procurement practices
- **Prepare and Deliver a Procurement Strategy, to include sustainable practices, that supports savings between 2011/12 and 2014/15**
- **Implement effective Best Value Management arrangements to ensure continuous improvement and effective and efficient service delivery.**

Action Plan

The following Action Plan notes the Council Plan Value as well as the Resource objectives and associated actions for 2011/12. Details are also noted in terms of responsibility for each action and targets and measures which we will use to assess our performance.

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council’s short and long-term financial strategies. Develop a Financial strategy to allow budget planning for 2012/13, and to review this as the three year settlement becomes available.			
Action	Measures and timescales	Connect Ref	Responsibility
Core business relating to Finance and IT Resources	<ul style="list-style-type: none"> • Revenue Budget compared to actual (Financial periods and year end - for Resource) for 2011/12 		Head of Finance
Finance Services	<ul style="list-style-type: none"> • Capital projects delivered to specification, on time, within budget (Financial periods and year end – for Resource) for 2011/12 including final outturns 		

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Maintain, and refine as appropriate financial management and corporate governance arrangements relating to the Council's short and long-term financial strategies. Develop a Financial strategy to allow budget planning for 2012/13, and to review this as the three year settlement becomes available.			
Action	Measures and timescales	Connect Ref	Responsibility
	<ul style="list-style-type: none"> Reduction in annual average loans fund interest rate for 2011/12 Monitor performance of Insurance Fund 		
Update medium term Financial Strategy following 3 year settlement.	<ul style="list-style-type: none"> Completion of update by October 2011. 		Head of Finance
	<ul style="list-style-type: none"> Reporting of medium term financial strategy on an annual basis 	29.2	
	<ul style="list-style-type: none"> Risk assessment, measurement and evaluation 		
Prepare 2012/13 Revenue Budget	<ul style="list-style-type: none"> Declare Band D Council Tax by due date (February 2012), reflecting budget declaration and approval. 		Head of Finance
	<ul style="list-style-type: none"> Setting of the budget by the Statutory deadline. 		
Prepare 2009/10 Annual Report and Accounts	<ul style="list-style-type: none"> Accounts completed by 30 June and receipt of clear audit certificate by 30 September 	29.1	Head of Finance
	<ul style="list-style-type: none"> Contribution to Single Outcome and Community Planning Partnerships Agreement reflected in Annual Report and Accounts. 	29.4	
	<ul style="list-style-type: none"> Meet timetable of requirements for SORP and ACOP compliance. 		
	<ul style="list-style-type: none"> Meet timetable of requirements for IFRS compliance and Code of Practice. 		
Control 2011/12 Capital and Revenue Budgets (incl. Trading Accounts). Ensure sound link with budget and service planning.	<ul style="list-style-type: none"> Effective budgetary control and reporting arrangements in place (revenue, capital and trading accounts) 	29.3	Head of Finance
	<ul style="list-style-type: none"> Financial out-turn of Council performance against budgets (Financial periods and year end). 		
	<ul style="list-style-type: none"> Timely reporting of financial information, meeting Committee Reporting cycles during 2011/12 		
	<ul style="list-style-type: none"> Trading Accounts budgeted surplus realised March 2012 		
Develop Financial Strategy in relation to economic conditions and financial settlements.	<ul style="list-style-type: none"> Reconstruct the Council's Financial Strategy in response to the short/medium term economic circumstances, including the development of a revised efficiency plan. 	29.5	Head of Finance

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.			
Action	Measures and timescales	Connect Ref	Responsibility
Core business relating to Finance and IT Resources IT Services	<ul style="list-style-type: none"> Critical Business Systems will be available to Council Resources for 98 % of core business time. 		Head of IT
	<ul style="list-style-type: none"> 98% of Help desk calls will be achieved within SLA targets. 		
	<ul style="list-style-type: none"> 98% of IT Hardware installations will be achieved within SLA targets 		
	<ul style="list-style-type: none"> 98% of IT Software installations will be resolved within SLA targets 		
Deliver the effective operation of the ICT function with overall responsibility for the corporate ICT budget including income	<ul style="list-style-type: none"> Deliver the ICT Function within Revenue budget 		Head of IT
	<ul style="list-style-type: none"> Deliver Capital Programme projects on time and within budget 		
	<ul style="list-style-type: none"> Deliver diagnostic savings at 13% of revenue budget per annum 		
	<ul style="list-style-type: none"> Ensure sound governance of the ICT Fund 		
Manage and deliver ICT programmes and major ICT projects ensuring that significant programmes achieve their objectives.	<ul style="list-style-type: none"> EDUCATION – Schools Modernisation, ICT for Schools Managed Service 		Head of IT
	<ul style="list-style-type: none"> SOCIAL WORK – SWIS Plus Statutory developments and IMPROVE phase 4 		
	<ul style="list-style-type: none"> FINANCE and IT – FMS and HRMs Release 12 Upgrades and Tax Year End 		
	<ul style="list-style-type: none"> ENTERPRISE – EDRMs, Roads Costing Integration 		
	<ul style="list-style-type: none"> HOUSING and TECHNICAL – EDRMs for Benefits, and Housing Online. 		
	<ul style="list-style-type: none"> MODERNISING GOVERNMENT – Infrastructure Review, SLLC Website, Reducing Burdens Portal, EDRMs 		
	<ul style="list-style-type: none"> CORPORATE – UK Parliamentary Election 2011, Legal Case Management, Elected Members Support and eLearning 		
	<ul style="list-style-type: none"> COMMUNITY – Transfer Cultural Telematics Procurement, Fuel management implementation 		

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.			
Action	Measures and timescales	Connect Ref	Responsibility
Facilitate ICT Strategy in line with Modernising and Efficient Government agendas.	<ul style="list-style-type: none"> • Approvals by CMT and Committee 		Head of IT
	<ul style="list-style-type: none"> • No more than 5% of ICT projects RED at any time in service plan. 		
	<ul style="list-style-type: none"> • Maximise use of corporate systems and other ICT Assets 		
	<ul style="list-style-type: none"> • Agree Prioritisation via ICT Programme Board 		
Develop ICT Security Policies to gain compliance with ISO 27001 Standard	<ul style="list-style-type: none"> • Update Security Policies to ISO 27001 		Head of IT
	<ul style="list-style-type: none"> • Target no loss of service due to virus or malware activity 		
	<ul style="list-style-type: none"> • Further development of Service Continuity for Business Critical Systems 		
	<ul style="list-style-type: none"> • Update and brief Employee Codes of Conduct in respect of Information Security 		
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	<ul style="list-style-type: none"> • Increase CAIRD Income in line with Strategy Review, targeting new customers. 		Head of IT
	<ul style="list-style-type: none"> • Develop Payroll and HR customers, targeting new customers within the year. 		
	<ul style="list-style-type: none"> • Maintain Council WEB Site in upper quartile and retain transactional status 		
To take direct operational responsibility for the effective operation of the ICT function with overall responsibility for the corporate ICT budget including income	<ul style="list-style-type: none"> • Measured and reported via the Service Planning Framework at Council and Resource levels. 		Head of IT
	<ul style="list-style-type: none"> • 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. 	30.1	
Green ICT Strategy	<ul style="list-style-type: none"> • Extend the Council's ICT Strategy to include a green ICT plan that is efficient, responsible and sustainable by June 2011 		Head of IT

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: Facilitate achievement of the Council's priorities and objectives through delivery of the Information and Technology Strategy.			
Action	Measures and timescales	Connect Ref	Responsibility
	<ul style="list-style-type: none"> 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) 		
	<ul style="list-style-type: none"> Undertake a Strategic Environmental Assessment of ICT by August 2011 		

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: • Prepare and Deliver a Procurement Strategy, to include sustainable practices, that supports savings between 2011/12 and 2014/15			
Action	Measures and timescales	Connect Ref	Responsibility
Develop the Procurement Service.	<ul style="list-style-type: none"> Undertake a review of the Procurement Service and report recommendations as per report to CMT of 7 April 2011. 		Head of Procurement ¹
	<ul style="list-style-type: none"> have in place a formally approved Procurement strategy for the Council by September 2011 		
	<ul style="list-style-type: none"> Contribution to efficiency savings as determined by the Financial strategy 		
	<ul style="list-style-type: none"> Achieve conformance (25% - 49%) with Procurement Capability Assessment by November 2011. 		
Manage the operational priorities for the Procurement Service. Ensure compliance with the Councils policies and procedures	<ul style="list-style-type: none"> Meet requirements of the Procurement Service Revenue Budget 		Head of Procurement
	<ul style="list-style-type: none"> Monitor and deliver Service Plan Objectives. 		
Develop the Procurement Service during 2011-12 to meet the needs of the organisation and continue the process of delivering Advanced Procurement	<ul style="list-style-type: none"> Delivery of CIPs accreditation courses. 		Head of Procurement
	<ul style="list-style-type: none"> Support and Development of Staff, including Professional Development Review 		
Support the	<ul style="list-style-type: none"> Deliver Joint Procurement Activities. 		Head of Procurement

¹ Head of Finance dealing with Head of Procurement Actions on an Interim basis

Corporate Improvement Theme – Efficient and Effective use of resources			
Resource objective: • Prepare and Deliver a Procurement Strategy, to include sustainable practices, that supports savings between 2011/12 and 2014/15			
Action	Measures and timescales	Connect Ref	Responsibility
Services Customers in delivering their Service Plan objectives which relate to Procurement	<ul style="list-style-type: none"> Support procurement processes that meet the needs of the Customer 		

Corporate Improvement Theme – Performance Management and Improvement			
Resource objective: Implement Effective Best Value Management Arrangements to ensure continuous improvement and effective and efficient service delivery			
Action	Measures and timescales	Connect Ref	Responsibility
Implement Effective Best Value Management Arrangements to ensure continuous improvement and effective and efficient service delivery	<ul style="list-style-type: none"> Completion of reviews as per timetable 	23.2	All Executive Directors (FIT Lead)
	<ul style="list-style-type: none"> Improvement Plans approved by Council Committee 	23.3	
	<ul style="list-style-type: none"> Manage Audit Process (including Improvement Plan) within Audit Scotland timescales. 	23.1	
	<ul style="list-style-type: none"> Sustain positive SPI trend result for the Council 	23.4	
	<ul style="list-style-type: none"> Ensure Local PIs across all Resources meet requirements of BV2 	23.5	
	<ul style="list-style-type: none"> Half Yearly benefits tracking reports to Performance and Review Scrutiny Forum 		Improvement Manager
	<ul style="list-style-type: none"> Support Executive Directors in identification and achievement of strategic improvement activity leading to improved services. 		Head of Audit and Improvement
	<ul style="list-style-type: none"> Lead, facilitate and contribute to joint working, shared services and best practice across Councils and with Partners. 		Head of Audit and Improvement
Prepare for, and implement suitable monitoring arrangements in advance of BV2.	<ul style="list-style-type: none"> Review and implement Council activity relating to requirements of Assurance and Improvement Plan 		Head of Audit and Improvement
	<ul style="list-style-type: none"> Research and implementation of a corporate self assessment model 		Head of Audit and Improvement
	<ul style="list-style-type: none"> Monitor and report progress on agreed EMPOWER programme for all Resources 		Improvement Manager
	<ul style="list-style-type: none"> Complete EMPOWER assessments for Finance and IT Support Services, Procurement and IT Technology 		IT Strategy Manager

Corporate Improvement Theme – Performance Management and Improvement			
Resource objective: Implement a strategic response to the Scottish Government's Efficient Government agenda.			
Action	Measures and timescales	Connect Ref	Responsibility
Implementation of Efficient Government Policy and Action Plan	<ul style="list-style-type: none"> Implementation of Financial Strategy. 	24.1	Head of Finance
	<ul style="list-style-type: none"> Fully implement the procurement strategy and guidelines across the council 	24.2	
	<ul style="list-style-type: none"> Completion of the diagnostic projects as per agreed timetable 	24.6	
	<ul style="list-style-type: none"> Options appraisal conducted on alternative models of service delivery, resulting in efficiencies being realised 	24.3	
	<ul style="list-style-type: none"> Prepare an annual Efficient Government Statement by due date showing level of efficiencies achieved. 		Head of Finance Head of Audit and Improvement
Complete our priorities under the National Diagnostic, including evaluation of core and non-core as well as efficiency savings.	<ul style="list-style-type: none"> Complete Diagnostic evaluation of IT Service 		Head of IT Services
	<ul style="list-style-type: none"> Meet Milestones within Plan 		
Deliver Actions on Asset Management Plan	<ul style="list-style-type: none"> Meet Milestones within Plan 		Head of Finance Head of IT
Fully implement the procurement strategy and guidelines across the Council	<ul style="list-style-type: none"> Implement revised organisational capacity including: A centralised procurement service 		Executive Director Head of Finance Head of Procurement
Continued Development of IT Shared Services	<ul style="list-style-type: none"> Exploit Caird Centre facility to host infrastructure for other organisations. These will be offered to other organisations under a Service Level Agreement and have an income stream. 	24.4	Head of IT
	<ul style="list-style-type: none"> Encourage and influence current shared service users of payroll to expand their use of facilities by uptake of Human Resource Management Systems. 	24.5	
	<ul style="list-style-type: none"> Advance work with Lanarkshire Health Board and North Lanarkshire Council 		
	<ul style="list-style-type: none"> Host the Citizen's Account and Gazetteer Infrastructure for the Scottish Government 		

Corporate Improvement Theme – Performance Management and Improvement			
Resource objective: Implement a strategic response to the Scottish Government's Efficient Government agenda.			
Action	Measures and timescales	Connect Ref	Responsibility
	<ul style="list-style-type: none"> Become a Centre of Excellence for hosted services, measured via Caird Business Plan and Project proposals. 		

Corporate Improvement Theme – Vision and Strategic Direction			
Resource objective: Contribute to the Council's sustainability work through responsible procurement practices			
Action	Measures and timescales	Connect Ref	Responsibility
Strategic and Sustainable Procurement	<ul style="list-style-type: none"> Increase annually the % and value of contracts with SMEs 	8.1	Head of Procurement
	<ul style="list-style-type: none"> 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 	8.2	
	<ul style="list-style-type: none"> In printing and writing paper applications products should contain at least 50% recycled content 	8.3	
	<ul style="list-style-type: none"> In tissue paper applications products should contain 100% recycled content 	8.4	
	<ul style="list-style-type: none"> Ensure all Council Contracts are advertised on the Council Website, all EU contracts are advertised on the Public Contracts Scotland. 		
	<ul style="list-style-type: none"> Provide sustainable procurement training to all Procurement Service 		
	<ul style="list-style-type: none"> Sustainability/Environmental criteria in all Council tenders/contracts by Summer 2011 		
	<ul style="list-style-type: none"> Participate in the supplier development programme and meet the buyer events 		
	<ul style="list-style-type: none"> Utilise collaborative contracts which offer sustainability advantages 		
	<ul style="list-style-type: none"> Sign up to <i>Suppliers Charter</i> by summer 2011 		
<ul style="list-style-type: none"> Nomination of a Sustainable Procurement Champion by summer 2011 			
Develop and implement our Council Plan - Connect	<ul style="list-style-type: none"> Draft Council Plan (Connect) 2012-17 to be prepared March 2012. 		Head of Audit and Improvement
	<ul style="list-style-type: none"> Lead in the development of corporate improvement policies, initiatives and procedures. 		

Corporate Improvement Theme – Governance and Accountability			
Resource objective: Ensure that high standards of governance are being exercised through the use of Scrutiny Forums, Audit Plans and Risk Management			
Action	Measures and timescales	Connect Ref	Responsibility
Promote Corporate Governance and Standards	<ul style="list-style-type: none"> • Delivery of Risk Control Actions by due Date 	15.5	All Executive Directors
	<ul style="list-style-type: none"> • Complete Resource governance Self Assessment and declaration by due date and develop actions to address non-compliant areas. 	15.7	
	<ul style="list-style-type: none"> • Actions from approved risk management work plan to be delivered by agreed dates. 	15.2	Risk and Audit Manager
	<ul style="list-style-type: none"> • Half yearly reporting to Risk and Audit Manager by nominated lead officers on progress made on Council's top 20 risks 	15.4	
	<ul style="list-style-type: none"> • Undertake an assessment against Risk Management best practice standards to show improving compliance (annual). 		
	<ul style="list-style-type: none"> • Undertake Code of Audit Practice Council wide assessment to show 80% compliance or more (annual) 		
Deliver 2010 - 2011 Audit Plan	<ul style="list-style-type: none"> • Completion of audit work to draft stage by year end, i.e. 31 March 	15.3	Risk and Audit Manager All Executive Directors through quarterly performance reports
	<ul style="list-style-type: none"> • Audit actions to be delivered by due dates 	15.6	
Fraud Management	<ul style="list-style-type: none"> • Deliver National Fraud Initiative actions by April 2012 		Risk and Audit Manager
Grant Claims management	<ul style="list-style-type: none"> • Ensure grant claims are eligible, have necessary evidence and are submitted for projects in line with European deadlines. 		Improvement Manager
Information Governance	<ul style="list-style-type: none"> • Facilitate deliverables of Information Governance Group in respect of Finance and IT Resources. • Ensure that accurate Vital Records templates are in place for the Resource's business critical systems. • Promote Information Governance standards throughout the Resource via Management Briefings and corporate training tools. 		IT Strategy Manager

Corporate Improvement Theme – Vision and Strategic Direction			
Finance and IT Resources will contribute to the following Council Wide actions and measures			
Action	Measures and timescales	Connect Ref	Responsibility
Implement a programme of equality and human rights impact assessments	• Number of impact assessments carried out against those timetabled	9.1	IT Support Services Manager
	• Number of Reports on Impact Assessments published on Website	9.2	
	• Progress in relation to Equality Impact Assessment actions is monitored and reported to Equal Opportunities Forum	9.3	
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.	10.3	IT Support Services Manager
	• Data on equality related performance is collated and published annually		
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		IT Support Services Manager
	• Ensure that consultation and engagement activities initiated by partnerships are inclusive and take account of all communities of interest		
	• Evidence that equalities are included in performance monitoring and measurement activities for partnerships		
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	• 100% of staff to have current PDR for 2011/12	26.9	Head of Finance Services
	• 100% of staff recruited through competency based interview by 2011		Head of IT Services
	• Labour turnover rate to be less than 5% cumulative for 2011 - 2012	26.8	Head of Procurement
	• Staff absence rate to be less than 2.5%. (Corporate SPI is 5%) each month and cumulatively	26.7	
	• Training Activities (Actual –v- Plan)		
Manage land and property assets efficiently	• Proportion of accommodation that is in satisfactory condition (SPI)	28.4	IT Support Services Manager
	• Proportion of operational accommodation that is suitable for current use.	28.5	

Corporate Improvement Theme – Vision and Strategic Direction			
Finance and IT Resources will contribute to the following Council Wide actions and measures			
Action	Measures and timescales	Connect Ref	Responsibility
	<ul style="list-style-type: none"> % 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) 	28.6	

Capital and Revenue Resources 2011 - 2012

South Lanarkshire Council prepares a long term budget strategy based on the 3 Year Settlement advised by the Scottish Government. The financial strategy covering the period 2011 - 2014 was approved at Executive Committee (23 March 2011) which detailed the Council's strategy for managing its finances and also the principles and assumptions used in preparing the Revenue and Capital budgets for the four year period. Each Resource considers their budget on a three year rolling basis when preparing their financial strategies within the overall corporate framework. The budget in our Resource Plan therefore reflects a three year strategy but focuses on those priorities and activities to be delivered in 2011 - 2012.

Revenue Budget 2011 - 2012

The Resource has a Net Revenue Budget of £12.681million for 2011/12. It can be seen from Table 1 below that the most significant element of expenditure (67%) reflects salary related costs for its 295 (WTE) employees.

Table 1: Budget 2010/11 and 2011/12		
Detail	2010 - 2011 £million	2011 - 2012 £million
Employee costs	12.201	11.477
Property costs	0.518	0.490
Supplies and services	2.023	1.839
Transport and plant	0	0
Administration costs	1.617	1.643
Payments to other bodies	0.820	0.792
Payments to contractors	0.203	0.101
Financing charges	0.639	0.731
Gross expenditure	18.021	17.073
Sales	0.431	0.640
Rent, fees and charges	1.516	1.473
Other income	2.239	2.279
Net expenditure	13.835	12.681

This same budget is analysed across the operational sections within the Resource below,

Budget 2011 – 2012		
Section	2011 - 2012 £million	%
Directorate (including Trainees)	1.050	8.28
Accounting and Budgeting	0.521	4.11
Corporate Finance	1.607	12.67
Audit and Improvement Service	0.937	7.39
Procurement Service	1.601	12.62
Infrastructure	3.160	24.92
Business Systems	3.337	26.32
Support Services	0.415	3.27
Strategy, Security and Standards	0.053	0.42
Total	12.681	100

Capital Programme 2011 - 2012

Capital Programme 2011 - 2012	
Project	£million
FMS Systems Development	0.025
Web based purchase cards	0.008
Customer Relations Management in CSC	0.225
CEEF	0.011
Caird Centre Server Upgrade	0.150
Total	0.673

Risk Management

In line with the requirements of the Council's Risk Management Strategy, Finance and IT Resources maintain a risk register and risk control plan which is kept under regular review by our risk management group. Periodic reports are presented to our senior management team and during 2010/11 this will be extended to Committee.

All of the Connect actions for which Finance and IT are responsible have been risk assessed and mitigating actions have been included in this plan or the Resource risk control plan. In addition Finance and IT lead on the management of many of the Council's top risks particularly coping with the need to better understand unit costs and link long term plans with the financial strategy at the same time as managing recessionary impacts of reduced income and funding. The on-going risk of managing an IT Service against a backdrop of reduced investment and support funding is a significant risk for the Council and the challenges associated with procurement compliance and supply chain risk have yet to be fully addressed. Other assigned risks are being managed through insurance and anti-fraud measures.

Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

The most significant risks associated with delivery of this plan are the reduction in government and other sources of funding and increasing difficulties in achieving the required level of efficiencies. Procurement risks, loss of key financial systems and lack of responses to shared service offers also feature in the register. The impact of these risks on service delivery is being pro-actively managed, for example by preparation of a longer term financial strategy, employee consultations, service reviews and diagnostics, establishment of a centralised procurement function with specific targets, business continuity testing and project plans for extending shared service provision.

The Risk and Audit Scrutiny Forum oversees the Council's general risk management arrangements and it is a Finance and IT responsibility to keep the Forum informed of major risks and controls.

Finance and Information Technology Resources – Organisation structure

