

**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 15 DECEMBER 2009**

**SUBJECT: FINANCE AND ICT SERVICES - PERFORMANCE MANAGEMENT REPORT  
APRIL – SEPTEMBER 2009**

**BY: CHIEF FINANCIAL OFFICER**

**1. REASON FOR REPORT**

- 1.1 The Committee is asked to scrutinise progress made against priority areas and targets detailed in Finance and ICT Services' Service Improvement Plan to the end of quarter 2, September 2009. Committee is also asked to scrutinise progress against Performance Indicators and Complaints to the end of quarter 2, September 2009.
- 1.2 This Report is submitted to Committee in terms of Section A (41) of the Council's Administrative Scheme relating to the effective contribution to the achieving of the Council's objectives.

**2. RECOMMENDATION**

2.1 That Committee is asked to: -

- (i) Consider the progress achieved, as at the end of Quarter 2 2009/10, in implementing the improvements identified in the Finance and ICT Service Improvement Plan 2009-2010.
- (ii) Consider the progress made in achieving, as at the end of Quarter 2 2009/10, the Finance and ICT Service Outcomes and Service Standards.
- (iii) Consider the progress made, as at the end of Quarter 2 2009/10, in achieving the Finance and ICT Complaint Targets.
- (iv) Note the revised timescales for two priority actions from the Service Improvement Plan namely Priority 1.1 actions 2 and 3 detailed in sections 5.3.1.
- (v) Approve the format of this quarterly report.

### **3. BACKGROUND**

- 3.1 The revised performance management framework was approved at the Special Meeting of Full Council on 30<sup>th</sup> September 2009. As a result, Service Outcomes and Service Standard results and progress against our Service Improvement Plan will be reported on a quarterly basis. With the introduction of the revised framework, a review of performance indicators previously submitted was undertaken and as a result, indicators, although still collected for use within the service, will be reported by exception.
- 3.2 On 5<sup>th</sup> May 2009, the Policy and Resources Committee approved the adoption of the Finance and ICT Service Improvement Plan 2009-2010. Service Improvement Plans are a key element of the Moray Council Performance Management Framework and contain Departmental Objectives derived from a number of sources including an up to date strategic risk register the Efficient Government Requirements, the Best Value Review Plan, the EFQM process and the specific Corporate Development Plan objectives that impact on Finance and ICT Services.
- 3.3 In the “PERFORMANCE INDICATORS” and “SERVICE IMPROVEMENT PLAN” areas of the report (sections 4 and 5) the performance is laid out under three main headings
- “SUMMARY OF PERFORMANCE” (summarised percentages and/or table)
  - “PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE” (includes general summary and/or some of the green indicators)
  - “AREAS OF PERFORMANCE IDENTIFIED FOR IMPROVEMENT AND HOW THIS WILL BE ACHIEVED” (red exceptions for PIs and those not achieved by their due dates in the Service Improvement Plans)
- 3.4 Progress reports on the Service Outcomes, Service Standards and the Service Improvement Plan are presented to this Committee throughout the year. In addition, responsibility for reporting performance on Departmental complaints has been moved to Service Departments and complaints monitoring is also included in this report.
- 3.5 This report covers the period to 30 September 2009 and tables used to report and monitor performance are provided as Appendices.
- 3.6 **APPENDIX 1** shows the position on the 11-item Service Improvement Plan for 2009/10. As requested by Committee at the meeting on 29 August 2007, the figures shown are based on “exception reporting” and only priorities behind target at 30 September 2009 are shown. A performance summary on a service-by-service basis is provided in the text of this report at section 5 onwards.

**APPENDIX 2** shows the position on the Service Outcomes and Service Standards. The figures shown shall be based on “exception reporting” and only indicators falling short of target will be shown, in the style produced by the Covalent Reporting System. A summary is provided in the text of this report at section 5 onwards for all indicators classed as “red”. A full report of all indicators has been submitted on this occasion and shall be submitted annually with the Quarter 4 performance management report.

**APPENDIX 3** shows the position in respect of Complaints.

A performance summary is provided in the text of this report at section 5 onwards.

#### 4. **SUMMARY OF PERFORMANCE**

The table below summarises the performance against a number of indicators to 30 September 2009. The summary of performance for the period is presented within five headings:

- Green – performing well
- Amber – requires close monitoring
- Red – requires improvement action
- Annual PIs - not due this quarter or to be introduced from Quarter 3 onwards

<b>Service</b>	<b>No. of Indicators</b>	<b>Green Performing Well</b>	<b>Amber Close Monitoring</b>	<b>Red Action Required</b>	<b>Annual / New PI</b>
<b>Accountancy</b>	5	4			1
<b>Audit</b>	4	1	1		2
<b>ICT Development</b>	1		1		
<b>ICT Support</b>	4	4			
<b>Payments</b>	4	3			1
<b>Revenues including Customer Contact Centre</b>	6	3	1	1	1
<b>Total</b>	24	15	3	1	5
<b>Total - Quarter</b>	19	15 (78.9%)	3 (15.8%)	1 (5.3%)	

There are 5 new indicators being introduced during 2009/10, for which there are no values at the present time. It is expected these will be in place for reporting from Quarter 3 onwards. Out of the 24 indicators relating to Finance and ICT Services for which data is present, 19 are due to be reported in Quarter 2. Of these, 15 (78.9%) are performing well, 3 (15.8%) require close monitoring and 1 indicator (5.3%) requires action if the target is to be met.

#### **4.1 AREAS OF PERFORMANCE IDENTIFIED FOR IMPROVEMENT AND HOW THIS WILL BE ACHIEVED.**

4.1.1 Accountancy  
No exceptions

4.1.2 Internal Audit  
No exceptions

4.1.3 ICT Development  
No exceptions

4.1.4 ICT Support  
No exceptions

4.1.5 Payments  
No exceptions

4.1.6 Revenues including Customer Contact Centre  
Indicator SCM5 – ‘Cost of collecting council tax per dwelling’.

##### *Service Outcome*

The cost of administration per property has reduced from £15.46 in 2007/2008 to £15.05 in 2008/2009. This represents a 2.7% reduction in actual costs which does not take into account additional costs such as pay increases which have been absorbed. Therefore in real terms the improvement is even better than 2.7%.

The target of £13.00 was clearly not realistic and has been revised for 2009/2010 to £14.70. The new 2009/2010 target will ensure that the Revenues section continue to strive to provide value for money whilst looking for continuous improvement to the service.

## **5 SERVICE IMPROVEMENT PLAN**

### **5.1 SUMMARY OF PERFORMANCE**

Of the 11 Finance and ICT Services Service Improvement Plan priorities, the percentage achieved on these as a whole by September 2009 was 52%. 20 actions/sub actions within these priorities were due for completion by this point in time and 14 of these have been completed. Of the remaining 6: 2 are subject to a proposed revised timescale, 4 are well advanced. Further comments on these 6 are provided in para 5.3 below.

### **5.2 PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE**

Although the plan is behind on a small number of sub actions (details below), 52% of the Finance and ICT Services Service Improvement Plan have been completed half way through the year. This is due to some sub actions being progressed more quickly than scheduled.

### **5.3 AREAS OF PERFORMANCE IDENTIFIED FOR IMPROVEMENT AND HOW THIS WILL BE ACHIEVED**

#### **5.3.1 Accountancy Section**

National Outcome 15 – Service Priority 1.1 – Improve Budget monitoring process - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”

The 3 actions for this priority were due for completion by the end of quarter 2. The first action has been completed, with the remaining 2 actions are incomplete:

- 1.1.2 ‘Workload reprioritised to reflect level of risk to Council’ and 1.1.3 ‘Budget monitoring service specification revised’. These actions were due in April and June 2009 respectively but due to conflicting priorities in Quarter 1 2009/10 with the Designing Better Services programme, slippage has occurred and revised timescales proposed. The revised timescale for completion of these priorities is proposed as October and November 2009 respectively.

#### **5.3.2 Internal Audit**

National Outcome 15 – Service Priority 2.2 – Risk Management - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”

Of the 5 actions/sub actions for this priority, 1 was due for completion by the end of quarter 2; this action is currently 60% complete:

- 2.2.2 Risk Management training delivered to all head teachers - Consideration is being given to taking this forward in a different way given the generic risks apparently faced by schools. Under consideration with Educational Services.

#### **5.3.3 ICT**

National Outcome 15 – Service Priority 3.2 – Refresh and Improve the Schools ICT Infrastructure - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”

Of the 4 actions/sub actions for this priority, 3 were due for completion by the end of quarter 2. Of these, 2 are complete with the remaining action 95% complete:

- 3.2.3 Report to Committee - A committee report has been prepared and circulated for consultation with the Strategy Group. The report has not yet been submitted to Committee.

#### **5.3.4 Payments**

National Outcome 15 – Service Priority 4.1 – Provide project management and ICT support and advice to the DBS programme - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”

Of the 7 actions/sub actions for this priority, 2 were due for completion by the end of quarter 2. One of these was completed during the quarter with the remaining action 25% complete:

- 4.1.1a With the DBS Business case approved a full review of the SIP Procurement actions will now be undertaken and the actions amended where necessary to reflect the project implementation plan.

### 5.3.5 Revenues

National Outcome 15 – Service Priority 5.3 – Shared Service Development - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”

Of the 2 actions/sub actions for this priority, 1 was due for completion by the end of quarter 2; it is currently 90% complete:

- 5.3.1 Prepare a bid document to the Government – A draft bid document prepared for Finance Directors to approve before submission.

## 6. **COMPLAINTS**

6.1 The Finance and ICT Services summaries of complaints are included in **APPENDIX 3** to this report. To avoid reporting response times across quarters, the quarter is calculated one month in arrears.

6.2 During quarter one, 9 complaints were received by Finance and ICT Services including those received via the Chief Executive’s office. Of these, 6 were acknowledged within the ‘two working days’ target and the remaining 3 were acknowledged just outwith this target due to delays in receiving complaints from other departments. This process is under review. 8 of the 9 complaints received by Finance and ICT Services, that were due for response by the end of the quarter, were responded to within the target 20 working days and the remaining response was 1 working day late.

Within Finance and ICT Services, no complaints were escalated to Stage 2 or Ombudsman. There were 2 complaints upheld within the reporting quarter.

6.3 During quarter two, 6 complaints were received by Finance and ICT Services including those received via the Chief Executive’s office. Of these, 5 were acknowledged within the ‘two working days’ target and 1 was acknowledged outwith the target due to a delay in receiving the complaint from another department. This process is under review. Of the complaints received by Finance and ICT Services, and due for response by the end of the quarter, 4 were responded to within the target 20 working days.

Within Finance and ICT Services, 2 complaints were escalated to Stage 2 and one complaint was escalated to Ombudsman. There were 3 complaints upheld or part upheld within the reporting quarter.

- 6.4 Details of action taken in respect of upheld or part upheld complaints are given in **APPENDIX 3**.

## **7. SUMMARY OF IMPLICATIONS**

### **(a) Single Outcome Agreement/Service Improvement Plan**

The Service Improvement Plan addresses departmental responsibilities for actions in the Single Outcome Agreement National Outcomes.

### **(b) Policy and Legal**

None

### **(c) Resources (Financial, Risks, Staffing and Property)**

None

### **(d) Consultations**

Service managers responsible for areas reported are involved throughout the reporting process. There have been no other consultations.

## **8. CONCLUSION**

- 8.1 **The Finance and ICT Services Performance Indicators (Service Outcomes, Service Standards, Local Indicators and Audit Scotland PIs), performance over quarter 2, for the indicators that were due to be reported in this quarter, are summarised as follows: 78.9% were performing well; 15.8% required close monitoring and 5.3% required action.**
- 8.2 **The progress against Service Improvement Plan, is summarised as follows: 14 of the 20 actions/sub actions due to be completed by quarter 2 have been completed and other actions had significant progress to give an overall percentage of completion of 52% at the half way point in the year.**

ITEM:

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**8.3 Action has been taken in respect of all the complaints received.**

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Background Papers: Held by Author

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