

**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 2 MARCH 2010**

**SUBJECT: FINANCE AND ICT SERVICES  
PERFORMANCE MANAGEMENT REPORT  
OCTOBER - DECEMBER 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 3, December 2009. Committee is also asked to scrutinise progress against Performance Indicators and Complaints to the end of quarter 3, December 2009.
- 1.2 This Report is submitted to Committee in terms of Section A (43) 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 3 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 3 2009/10, the Finance and ICT Service Outcomes and Service Standards.**

**(iii) Consider the progress made, as at the end of Quarter 3 2009/10, in achieving the Finance and ICT Complaint Targets.**

## **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, may not be routinely reported, but will be available to support service reports.
- 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 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 31 December 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 shall be submitted annually with Quarter 4 performance management report.

**APPENDIX 3** shows position on 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 31 December 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

Service	No. of Indicators	Green Performing Well	Amber Close Monitoring	Red Action Required	Annual / New PI
Accountancy	5	3			2
Audit	4	2			2
ICT Development	1		1		
ICT Support	4	4			
Payments	4	3			1
Revenues including Customer Contact Centre	6	4			2
<b>Total</b>	24	16	1		7
<b>Total - Quarter</b>	17	16 (94.1%)	1 (5.9%)		

Out of the 24 indicators relating to Finance and ICT Services for which data is present, 17 are due to be reported in Quarter 3. Of these, 16 (94.1%) are performing well, and 1 (5.9%) requires close monitoring 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  
FICT173 - ICT Action Plan Completion %  
*Service Outcome*

Overall progress against the ICT Action Plan is estimated to be 67% against a target of 75% at the end of the third quarter. The target has not been achieved for the following reasons:

- A higher than anticipated level of ICT resourcing of the Designing Better Services programme
- Some previously identified essential upgrades for third party solutions not yet available

The figure of 67% does however compare favourably against the percentage progress of 50% for the same period last year.

4.1.4 ICT Support  
No exceptions

4.1.5 Payments  
No exceptions

4.1.6 Revenues including Customer Contact Centre  
No exceptions

### **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 December 2009 was 77%. 31 actions/sub actions within these priorities were due for completion by this point in time: -

- 19 of these have been completed
- 4 are between 76% and 99% complete
- 5 are between 50% and 75% complete
- 3 are less than 49% complete
- Some sub actions have been completed ahead of anticipated timescales.

## 5.2 PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE

Although the plan is behind on a small number of sub actions (details below), 77% of the Finance and ICT Services Service Improvement Plan has been completed at 31<sup>st</sup> December. 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”

At the end of Quarter 3 all the actions were due to be completed, of these, 1 is complete and of the remaining 2 actions, the first is 40% complete and the second is 92% complete:

- 1.1.2 ‘Workload reprioritised to reflect level of risk to Council’. Work has commenced under service specific review the details and how to apply still outstanding at the end of Quarter 3.
- 1.1.3 ‘Budget monitoring service specification revised’. Informal review with accountants with formal meeting arranged for 21 January to discuss. Further progress awaits meeting DBS, Charges report and Council Tax leaflet deadlines.

### 5.3.2 Internal Audit

National Outcome 15 – Service Priority 2.1 – Internal Audit Assurance - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”

Of the 6 actions/sub actions for this priority, 4 were due for completion by the end of quarter 3. Of these, 2 are complete and the remaining actions are detailed below:

- 2.1.3b Develop assurance statement for senior officers  
*75% complete*  
Completed for 2008/09 year. Development work on governance has its focus in the final quarter of the year when service directors will be required to affirm the adequacy of governance arrangements for 2009/10. This work is on programme within the audit plan.
- 2.1.4 Investigate the case for introducing bespoke audit software  
*5% complete*  
Preliminary discussions held with colleague in Highland Council audit service, which has already automated some of its practices. This project is likely to be rolled forward into 2010/11 there being no staff resources available to move this forward in the current year.

### 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 ICT

National Outcome 15 – Service Priority 3.3 – 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 12 actions/sub actions for this priority, 8 were due for completion by the end of quarter 3. Four of these were completed during the quarter with the remaining actions 75%, or greater, complete:

- 3.3.02 Workflow and Document Management – The business case for Workflow/Document Management will be incorporated into the overall business case for the Operational Support theme and will be finalised over the next few weeks. Working towards the revised target to report to Committee in March.
- 3.3.08 Property - ICT continue to provide support and advice towards the property theme including the relocation of the computer suite within the Aldi building. Working towards the revised target to report to Committee in March.
- 3.3.07 ‘Operational support’ & 3.3.09 Facilities Management – ICT continue to provide support and advice towards developing the business case for this project as required. Working towards the revised target to report to Committee in March.

### 5.3.5 Revenues

National Outcome 15 – Service Priority 5.1 – General Improvement to services - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”

Of the 7 actions/sub actions for this priority, 3 were due for completion by the end of quarter 3. 1 was completed, with the remaining two actions 0% and 50% complete respectively:

- 5.1.3 Identifying and implementing measures to simplify access to services – The implementation of on-line forms will be delayed until appropriate software is available to complement the introduction of the newly acquired Lagan systems. The DBS project will effectively control the timetable for introduction.

- 5.1.5 Review and update communication arrangement with customers and staff – Customer survey performed, outcomes will be available in quarter four.

#### 5.3.6 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, both were due for completion by the end of quarter 3. 1 was completed, and the remaining action 80% complete:

- 5.3.2 Further involvement in developing a process to take the project forward to implementation - Data has been gathered, now awaiting outcome of bid document to Government.

### 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 3, 9 complaints were received by Finance and ICT Services including those received via the Chief Executive’s office. These 9 complaints were all responded to within the target 20 working days.

Within Finance and ICT Services, 2 complaints were escalated to Stage 2 and no complaints were escalated to the Ombudsman. There were 4 complaints upheld or part upheld during 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 In regards to the Performance Indicators (Service Outcomes, Service Standards, Local Indicators and Audit Scotland PIs), Finance and ICT Services' performance over quarter 3, for the indicators that were due to be reported in this quarter was: 94.1% were performing well and 5.9% required close monitoring.**

**8.2 In regards to the Service Improvement Plan, 19 of the 31 actions/sub actions due to be completed by quarter 3 have been completed and other actions had significant progress to give an overall percentage of completion of 77% at 31<sup>st</sup> December 2009.**

**8.3 In regards to the complaints, action has been taken in respect of all the complaints.**

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Background Papers: Held by Author

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