

REPORT TO: POLICY AND RESOURCES COMMITTEE ON 25 MAY 2010

**SUBJECT: FINANCE AND ICT SERVICES
PERFORMANCE MANAGEMENT REPORT
JANUARY - MARCH 2010**

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 4, March 2010. Committee is also asked to scrutinise progress against Performance Indicators and Complaints to the end of quarter 4, March 2010.
- 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 4 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 4 2009/10, the Finance and ICT Service Outcomes and Service Standards.**
- (iii) **Consider the progress made, as at the end of Quarter 4 2009/10, in achieving the Finance and ICT Complaint Targets.**

3. BACKGROUND

- 3.1 On 5th 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.
- 3.2 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)

3.3 Progress reports on the Service Outcomes, Service Standards and the Service Improvement Plan are presented to this Committee throughout the year. In addition, complaints monitoring is also included in this report.

3.4 This report covers the period to 31 March 2010 and the tables used to report and monitor performance are provided as Appendices.

3.5 **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. A summary is provided in the text of this report at section 5 onwards for all indicators classed as “red”. As this is the Quarter 4 report, all indicators are shown rather than the restriction to exceptions for the first three quarters reports provided during the year.

APPENDIX 3 shows the position regarding 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 March 2010. 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 | 4 | | | 1 |
| Audit | 4 | 1 | | 1 | 2 |
| ICT Development | 1 | | 1 | | |
| ICT Support | 4 | 3 | 1 | | |
| Payments | 4 | 3 | | | 1 |
| Revenues including Customer Contact Centre | 6 | 3 | 1 | | 2 |
| Total | 24 | 14 | 3 | 1 | 6 |
| Total - Quarter | 18 | 14 (77.8%) | 3 (16.7%) | 1 (5.5%) | |

Out of the 24 indicators relating to Finance and ICT Services for which data is present, 18 are due to be reported in Quarter 4. Of these, 17 (94.4%) are meeting, or within an acceptable threshold of, targets and 1 (5.6%) did not meet the target.

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
FICT056- % of Audit Reports issued within target timescale following audit completion
Service Standard
This measurement is 80% against a target of 90%. The indicator fell below target because of the volume of different projects being progressed at the one time and resulting delays in issuing formal reports on work completed.

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
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 31st March 2010 was 90%. 61 actions/sub actions within these priorities were due for completion by this point in time: -

- 49 of these have been completed
- 3 are between 76% and 99% complete
- 4 are between 50% and 75% complete
- 5 are less than 49% complete

5.2 PERFORMANCE ANALYSIS - AREAS OF GOOD PERFORMANCE

90% of the Finance and ICT Services Service Improvement Plan has been completed at 31 March, details of the sub-actions that were not completed are provided below.

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 4 all the actions were due to be completed. 1 is complete and the remaining actions are detailed below:

- 1.1.2 ‘Workload reprioritised to reflect level of risk to Council’.
75% complete
An informal review with accountants suggests that priority areas reflect high risk areas. This will be formalised following a pilot project on the Learning Disabilities budget.
- 1.1.3 ‘Budget monitoring service specification revised’.
92% complete
The documentation was completed in April.

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”

All 6 actions/sub actions for this priority were due for completion by the end of Quarter 4. 4 are complete and the remaining 2 actions are detailed below:

- 2.1.3b Develop assurance statement for senior officers
75% complete
Evidence to support the governance statement for 2009/10 is gathered towards the financial year end and into the new year to ensure full year coverage. The plan to develop an assurance statement for senior officers was achieved in part and completion of this piece of work has rolled forward into 2010/11.
- 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 being rolled forward into 2010/11.

5.3.3 Internal Audit

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

All 5 actions/sub actions for this priority were due for completion by the end of Quarter 4. 3 are complete and the remaining 2 actions are detailed below:

- 2.2.1 Awareness of Risk Management increased by delivering series of introductory / refresher courses for managers.
20% complete
This element of the plan has not been delivered in full. The risk management adviser retired on May 2009 and was not replaced; consequently planned activity has been re-prioritised to ensure work to progress the embedding of risk management can continue across the organisation. Work by the Team Leader (Audit) has established that risk awareness across elected members and senior officers is high - the need for further introductory/refresher training has consequently been given lower priority. The CMT is considering proposals to reconfigure the Council’s support arrangements for risk management.
- 2.2.3 CMT & Departmental Management Teams supported in the maintenance of risk registers to a more formal timetable.
75% complete
This has been achieved for CMT and work is ongoing with DMTs. The timetable for delivery of this has been extended into 2010/11 with time being taken to ensure identified risks are managed at the appropriate level i.e. corporately, departmentally or operationally.

5.3.4 ICT

National Outcome 15 – Service Priority 3.1 – Implement the Best Value Review Improvement Plan - Section - ICT - “Our Public Services are high quality continually improving, efficient and responsive to local peoples’ needs”.

All 7 actions/sub actions for this priority were due for completion by the end of Quarter 4. Five of these were completed and the remaining 2 actions are detailed below:

- 3.1.6 Improve partnership working with the Service Departments
50% complete
The ICT Section will continue to work with the service departments during the DBS implementation tranches. A full review and assessment of partnership working with departments has been deferred until after DBS when a full customer satisfaction survey will be carried out by the ICT Section. This survey will help ICT to determine their requirements for partnership working in the future.
- 3.1.7 Improve end-user skills in the service departments
30% complete
The ICT Section is working closely with the Training Section and DBS to identify the ICT training requirements required by the service departments as a result of the implementation of DBS. This improvement action has therefore been deferred pending the completion of DBS.

5.3.5 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”

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

- 3.2.3 Report to Committee
95% complete
In terms of the overall Service Improvement Plan item to refresh and improve the Schools’ ICT infrastructure all ICT implementation work has been completed. A committee report highlighting the need to improve PC ratios was prepared in June 2009 but was not submitted to committee. It is understood that a report it will be submitted to the Children & Young People’s Services Committee by the Education Management Team in due course.

5.3.6 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”

All 7 actions/sub actions for this priority were due for completion by the end of Quarter 4. Four of these were completed and the remaining 3 actions are detailed below:

- 5.1.1 Upgrade the Revenues Systems to a windows environment
0% complete
The introduction of a windows environment was postponed until 2010/11. The basis for this decision was related to the Nosla outcome and potential impact of DBS. Our Revenues software suppliers have recently acquired a rival supplier and this particular action has been replaced in our 2010-2012 plan whereby an evaluation of the revenues systems will be undertaken to assess fitness for purpose and value for money.
- 5.1.3 Identifying and implementing measures to simplify access to services
0% complete
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.
- 5.1.6 Benchmarking service
90% complete
Returns received from all participating authorities. This is part of the Nosla (Shared Services) project and no further action is being taken to complete this work pending any further funding support from the 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 4, 4 complaints were received by Finance and ICT Services including those received via the Chief Executive's office. These 4 complaints were all responded to within the target 20 working days.

Within Finance and ICT Services, 1 complaint was escalated to Stage 2 and no complaints were escalated to the Ombudsman. There were 2 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 The Performance Indicators (Service Outcomes, Service Standards, Local Indicators and Audit Scotland PIs), for Finance and ICT Services' performance over Quarter 4 was: 94.4% were meeting, or within an acceptable threshold of, targets and 5.6% required close monitoring.

8.2 49 of the 61 actions/sub actions due to be completed by Quarter 4 from the Service Improvement Plan, have been completed and other actions had significant progress to give an overall percentage of completion of 90% at 31 March 2010.

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

Author of Report: Bob Ramsay, Research & Information Officer

Background Papers: Held by Author

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