Annual Performance Review – ICT and Financial Services 2009-10

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results Exchequer Services	**What has your service achieved in relation to your Performance Indicators?**	**Service plan outcomes:** Sundry debt aged over 36 months has increased by £101k from £592k to £693k. This is due to lack of action from Legal Services. Activity has recently commenced in identifying accounts for write-off, but no recoveries of old debts have been made. It had been intended to outsource this debt collection but Legal Services advised that they wanted to do this work in-house.	31 Mar 11	Alan Brough	Target to reduce debt aged over 36 months to £400,000, to collect 80% of opening debt plus new accounts raised in year and reduce outstanding debt aged over 3 months by 20%. To do this through development of new debtors system and integrate with outsourced debt management. Dependent on agreement from Legal Services.
		The number of payroll overpayments for the year reduced from 138 to 107. Of these, only 14 were due to errors by the payroll section, the 93 errors were in input from departments. However the value of overpaids rose for the year from £47,286 to £64,767	31 Mar 11	Alan Brough	Introduce self service and interface to Resourcelink from TRS to increase electronic payroll processing and reduce errors. Target 99.75% of payroll payments are correct and 80% payroll amendments processed without paper forms.
		154,778 invoices were paid in the year, down from 160,565 in previous year – last quarter lower due to moratorium on spend. The value of duplicate creditor payments rose from £70,425 to £163,222 due to one large payment which went astray in the banking system – of these all bar £2,182 have been recovered to date. 90.22% of invoices paid within 30 days, up from 85.76%. This was above target of 90%. Increase due to now being able to calculate this accurately for Pecos invoices. Previously used an estimate of date received as invoice date + 2 days.	31 Mar 11	Alan Brough	Target to pay 93% of invoices within 30 days through increased use of Pecos for care payments and property maintenance orders, and through use of Purchasing cards for catering spend
		The price savings from Procurement for 2009/10 are £196,500, down from £289,000 in 2008/9. The new PC contract in 2008/9 increased the figure for that year significantly but the replacement contract in 2009/10 largely had unchanged prices. However an additional £142k savings were made on capital construction contracts through widening participation through advertising through the national portal and issuing PQQs. Time releasing savings from eProcurement were largely unchanged @ £105k.	31 Mar 11	Alan Brough	Target savings of £360,750 from new contracts. Have approached consultancies for contingency fee based assistance to ensure target achieved

		Spend with contracted suppliers for 2009/10 excluding the contract with ABC Schools is 65.14% for 2009/10 based on light refresh data from Spikes Cavell. No comparative data is available for 2008/9 as contracts were not loaded for historic time period.	31 Mar 11	Alan Brough	Target to increase % of contracted spend to 80%. Dependent on new contracts being put in place and adhered to. This analysis now allows us to identify the gaps more easily.
Key Performance Results Revenues and Benefits	**What has your service achieved in relation to your Performance Indicators?**	**Service plan outcomes:** Gross Benefits admin cost per case increased by 1.2% from £58.90 to £59.59. Lower than expected due to re-allocation of central support service recharges to council tax. Weighted benefit caseload increased by 3.3% from 23520 to 24304.	31 Mar 11	Fergus Walker	Target to increase benefits take-up and overall caseload by 10% through benefits take-up strategy and publicity campaign – mailshots, posters, radio campaign.
		Cost of council tax collection per property increased by 9.7% from £10.24 to £11.23 – higher than expected due to re-allocation of central support service recharges from benefits. The number of properties increased by 165 to 46,593	31 Mar 11	Fergus Walker	Monitor as part of monthly budget monitoring process.
		95.94% of council tax collected in year – a reduction of 0.09% due to reduction in provision for future discounts and exemption of £75,000. On a cash basis, collections improved by 0.10%. This was above target of 95.5% which reflected the economic downturn. The number of payments by direct debit increased by 2.5% to 294,462. DD payments account for over 76% of total council tax income received.	31 Mar 11	Fergus Walker	Maintain collections to at least 95.5% and increase number of DD payers to 70% through promotion at annual billing and via customer service centre. Keep monthly bank reconciliations up to date – sign off within 2 weeks of end of month with differences under £5000.
		97.47% of NDR collected in year, down from 97.69%. Decrease largely due to underperformance by our sheriff officers which affected both commission income and sheriff officer fees paid both of which were well down on expected levels	31 Mar 11	Fergus Walker	Target of 97.5% NDR collections in year. Monitor on monthly basis, review performance with sheriff officers and remove if underperformance continues. Benchmark with other local authorities
		The speed of assessing new benefit claims has been improved significantly from an average of 40.2 days in 2008/9 to 27.0 days in 2009/10. There have been similar improvements in the processing of changes in circumstances from 16.5 days to 10.5 days. This has been achieved through working with DWP's Performance Development Team.	31 Mar 11	Fergus Walker	Targets communicated to individual processors and performance monitored through team leaders. Target to increase accuracy from 95% to 98%.

Key Performance Results ICT	What has your service achieved in relation to your Performance Indicators?	**Service plan outcomes:** Closed projects achieved an average success score of 86.7% - above 80% target. Cash receipting, debtors replacement and broadband pathfinder projects completed. Roads Costing and Fleet Management systems procured and implementation nearing completion. On-going support of new facilities for Customer Management and workforce deployment projects	31 Mar 11	Gavin Boyd	Target to achieve average score in excess of 80% Complete new projects – GIS, integration of flexi with Resourcelink, fleet management, online booking/ payments for leisure, update of room-based video conferencing, further roll out of Care Assess to Health. Support of Process for Change projects
		Systems availability for a basket of systems dropped to 97.02% in September 09. This was due to an electrical circuit break in Kilmory server room – dual UPS has now been installed to prevent any recurrence. The lowest for any other month was 99.5% in March 10. We exceeded the target of 99.88% in 5 months. All seasonal upgrades were completed on time.	On-going	Gavin Boyd/ Gerry Wilson	Target of less than 1% unscheduled down time, and to complete 100% of seasonal upgrades on time. Target for 85% of applications and databases to be within one version of current to ensure continued support from providers.
		The Broadband Pathfinder roll out was completed before Christmas. We were the first of the partners to complete this and have taken advantage of the new facilities available to progress the rollout of VOIP.	31 Mar 11 31 Oct 11 31 Mar 12	Gerry Wilson	Target of 1400 VOIP users by March 2011 Offer all users access to collaboration facilities by October 2011. Aim for closure of Campbeltown data centre by March 2012 dependent on upgrade/ replacement of consolidated server environment
		The number of PCs supported by each IT support staff has increased from 153 in FQ4 08/09 to 214 in FQ4 09/10.	31 Mar 11	Gerry Wilson	New targets to be set to reflect following move to fully geographic basis with full integration of staff transferred from Community Services and Development Services
Customer Results	**How well has your service met the needs and expectations of customers**	**Customer Feedback:** SOCITM user satisfaction survey carried out which gave a score of 5.27 out of 7. Although this was a decrease from a the last survey score of 5.53 the two are not wholly comparable. Scores from external surveys are always lower than scores from internal surveys and the previous survey had been run internally. Customer complaints are all carefully scrutinised by manager and head of service and any systematic problems identified and addressed.	31 Mar 11 On-going	Gerry Wilson/ Gavin Boyd Judy Orr	Founder member of Scottish SOCITM benchmarking group. Attend benchmarking best practice events and promulgate these. ITIL v3 service management framework is being adopted is founded around formal agreement of service levels with key customers and regular reviews. New Client liaison function set up to lead on this. Continue to review customer complaints for any fundamental issues.

		We received 65 stage 1 complaints in 2009/10 of which 50 were dismissed, 9 upheld in full and 6 completely upheld. We received 9 stage 2 complaints of which 6 were dismissed and 3 upheld in part.			
Community Results	How sustainable is your service?	**Sustainability Impact Assessments:** Revised Procurement Strategy has a section specifically on Sustainability. This has to be considered in all sourcing strategies. Self assessment completed against the flexible framework developed in response to the Scottish Sustainable Procurement Action Plan	31 Aug 10	Gemma Kenny	Sourcing strategies to be developed for all key commodities and include sustainability assessments. Action plan agreed by Corporate Resources Board
		Software to power down PCs rolled out corporately as part of Carbon management action plan. Virtualisation of servers reduces power requirements	31 Mar12	Gerry Wilson	On-going review of potential to reduce IT power consumption through continued virtualisation – will be consideration in development of upgrade/replacement of consolidated server environment
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	**Employee numbers, Employee turnover, PDR completions, team meetings, levels of attendance** 84.8% of staff received a PDR within the year. On average 159 FTE were employed through the year – slightly higher in the summer due to the inclusion of summer students. The annual leavers % was 7.64%. However this is overstated as it includes summer students and temporary staff members. No permanent members of IT staff left in the year. 3 members of staff retired – all in Benefits – and were not replaced. 3 members of staff from Revs & Bens transferred to the Customer Service Centre as a natural progression. 2 were seconded to other departments and 2 were promoted to other departments. There were no leavers who went outwith the Council. Over the year the average number of days off sick	Monthly Monthly On-going 31 Aug 10 31 July 10 ongoing	All managers E Anderson All staff Fergus Walker Fergus Walker All managers	Team briefings are held regularly throughout service on a cascade basis. PDRs are monitored to ensure these are carried out on time and managers are reminded as necessary. Staff are encouraged to speak to managers if they have any issues. Finalising review of benefits legislation team with assistance from DWP's performance development team. This has been an inclusive process. Individual targets set for revenues and benefits staff where appropriate, and performance discussed. Return to work interviews held with staff after sickness absence. Contact maintained if absence is long term.

		per FTE was 8.5 days. 55% of all absence days were medically certified. One employee has been off sick for the full year following an accident and is unlikely to return to work. 6 employees were off with stress in the year. Two were due to family illness/ bereavement and are back at work. One has now retired on ill health, two are back at work in other posts. Only one is still off work.			
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	Number of leavers, PDR completions, staff surveys 84.8% of staff received a PDR within the year. See above re leavers. Commenced delivery of ITILv3 Foundation training to all ICT staff. Re-organised benefits section with assistance from DWP Performance Development Team. This was done on a fully inclusive basis involving staff as much as possible and performance has improved.	31 Mar 11 On-going 31 Mar 12	Gerry Wilson Alan Brough Mhairi Renton	All IT staff to receive ITIL training. Formal project board set up to ensure all staff aware of their ITIL roles and able to fulfil these. Training in groups across teams to improve cross team understanding, and across all levels of staff. Procurement trainees working towards CIPS qualifications. Payroll staff all encouraged to do Payroll Foundation qualification. All CSC staff to do customer service certificates following pilot.
Financial resources	Did your service achieve its target budget outturn?	Budget outturn Please see annex. Overall underspend of £40k However after allowing for requested carry forwards of unspent grant and IT topslice for Process for Change, there was an overspend of £85,520. This arose due to a year end correction for HB subsidy which created a loss on that cost centre of £250k offsetting too much income taken in previous years (there is no loss across all years). Underspend of £165k on other costs centres reduced the overspend.	monthly	Margaret Moncur	All budget holders input into monthly budget monitoring reports. Standing item on monthly management team meetings. Commitments are recorded for all supplies and services lines throughout year.
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	Service plan preparation process: Third tier managers all drafted own sections of service plan with discussions with their key people and then reviewed	To corporate timescale	All 3rd tier managers and Head of Service	Review and discuss corporate guidance at management team meetings. Third tiers then to draft with their teams involving all key stakeholders

		this with head of service			
		3 weekly meetings of IT management team held throughout year. Formal agendas, papers, minutes etc. Used to cascade to all staff.	Monthly	Judy Orr	Open discussion forum at which all service issues can be raised and resolved with assistance from all team members
		Monthly meetings of financial services management team put in place. Formal agendas, papers, minutes etc. Used to cascade to all staff.	Monthly	Judy Orr	Open discussion forum at which all service issues can be raised and resolved with assistance from all team members
		Formal project boards set up according to Prince2 principles for monitoring progress on all projects. Head of Service achieved Prince2 2009 certification in March 2010	At milestones	Project Chairs	All project leaders to keep up Prince 2 qualifications and ensure all project board participants aware of roles and responsibilities
Service planning	**How do you monitor performance against the strategic and policy context that your service operates in?**	**Benchmarking, external partner working** Cipfa Directors of Finance facilitate annual collating and sharing of a broad range of financial performance indicators and these are closely reviewed.	Annually	Campbell Gardner	Continued participation in provision and review of these PIs
		We have participated in SOCITM benchmarking clubs for a number of years and are a founder member of the Scottish Socitm benchmarking group.	Annually	Gavin Boyd/ Douglas Bailey	Continued participation in provision and review of these PIs
		Participate in IRRV Scottish Forum and user groups	Quarterly	Fergus Walker	Continued attendance
		Review DWP performance statistics	Quarterly	Maggie Campbell	Quarterly review
		We provide procurement data to national hub operated by Spikes Cavell. Annual Procurement Capability Assessments carried out by Scotland Excel for all 32 Local authorities. Participate in national ePS groups and various other procurement forums	Monthly Annually Periodically	Alan Brough	Light data refreshes every month from Payables. Keep contract data up-to-date on hub. Improvement action plan in place to increase PCA scores. Continued attendance at national procurement forums where relevant
Service processes	**What activities and initiatives have you taken to meet the service aims with measurable**	**Rationale for service plan targets** Service plan targets are set taking into account national performance levels as well as historic	To	Campbell Gardner plus	Reviewed annually as part of development of annual service plan

	targets?	performance. IT targets are based on the national Socitm performance quartiles.	corporate timescale	third tier managers Gavin Boyd	
Partners and other resources	**What relations are there between your service and partners, what other resources are used and how are they managed?**	**Consultation with partners, shared services/ joint working** Formal quarterly SLA meetings held with ACHA to whom we provide IT services. Contract renewed for 1 year to 20 Nov 10.	31 Mar 11	Gerry Wilson/ Gavin Boyd	To extend these principles with creation of new Client Liaison function and agree formal SLAs with council departments Formal tender being submitted to ACHA for period from 21 Nov 10
		Formal quarterly SLA meetings held with sheriff officers to review performance	Quarterly	Fergus Walker	Now comparing performance with other councils as part of a collaborative contract led by this Council
		Formal liaison with RSLs, DWP, Job Centre Plus over Benefit matters	Quarterly	Liz Smith	New post of Liaison and Audit compliance officer created to provide focus for on-going liaison with these bodies
		SLA finalised with Scottish Water	31 May10	Judy Orr	Reviewed in line with statutory order. Covers 2010-12.
		SLAs in place for 3 islands partnership	31 Dec 10	Mhairi Renton	3IP SLAs require review as funding from AIE now ended.
		We were part of the NOSLA proposal for shared revenues and benefits project which has had its bid implementation funding rejected by Scottish Ministers – Moray Council still lobbying on this.	Ongoing	Fergus Walker /Judy Orr	Continue participation in NOSLA group if funding obtained
		We work with the Third Sector Demonstration project to remove barriers to doing business with the Council. We also run meet the buyer events.	ongoing	Alan Brough	Continue running "meet the buyer" events and promote national contracts portal and standard PQQs
Risk Management	**What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?**	**Risk registers** **Key risks for service in 2009/10 were as follows:** Risk of loss of ACHA contract for provision of IT services to them affecting financial resources available to the service. We agreed a one year continuation to 20 Nov 10. We put forward a proposal for a separate ACHA domain and worked closely with their consultants. However ACHA Board decided in the end to go out to tender.	31 Aug 10	Gerry Wilson	PQQ and then full tender submitted. Presentation delivered and supplementary information as requested. Referees briefed. Decision due from ACHA mid August
		Risk of delay in restoring SAN in event of disaster was highlighted as a result of disaster recovery test. A second SAN has been purchased for GWITC Helensburgh and plan is to balance the	31 Mar12	Gerry Wilson	Load balancing to be progressed. Requirements to be built in to project for upgrade/replacement of consolidated server

		load between these 2 data centres in order to mitigate this risk.			environment. Purchase of GWITC building planned for Autumn 2010 will mitigate risk.
		Risk of delays in delivering Process for Change programme heightened following removal of programme management function – IT provide key input to workforce deployment through unified communications and refresh of PC estate, and facility booking software, and to customer management through replacement of web content management system, and integration facilities. Good progress has been maintained in 2009/10 but these are complex high risk programmes	Ongoing	Gavin Boyd	Project leaders allocated to both workstreams. Monitor closely through IT PfC meetings as well as at project board level.
		2009/10 was affected by recession/ credit crunch. Although we are technically out of recession, unemployment is still expected to rise, particularly in public sector. This will adversely affect ability to pay local tax and sundry debts as well as increasing the benefits caseload.	Quarterly 31 Mar 11	Fergus Walker Fergus Walker	Continued close working with sheriff officers. Carry forward some of DWP one-off admin subsidy grant to continue funding of temporary benefits posts through 2010/11.
		New risk of potential loss of HB/CTB subsidy due to DWP methodology of extrapolating errors – only extrapolating overpayments and not underpayments across whole of population, and not treating any as isolated errors	30 Nov 10	Fergus Walker	Work closely with Grant Thornton and agree sub-populations where possible. Monitor this issue at national level through IRRV.
		Risk of failure to deliver shared services opportunities has increased due to lack of government funding to move NOSLA proposals on to implementation stage	Ongoing	Fergus Walker	Continue to promote shared services opportunities through Cipfa Directors of Finance. Explore outsourcing alternatives as part of service review.
		Delay in putting new contracts in place could put savings targets at risk. Although new trainees are all now in place and new procurement manual has been finalised, we have been slow to develop sourcing strategies for our key commodities and data from procurement hub has only recently become available. Also cut backs in level of expenditure in future make it more difficult to achieve savings in rates as companies will make less profit on smaller contracts	30 Sep10	Alan Brough	Have made approaches to procurement consultancies to help us speed up savings through working on a contingency fee basis. This should assist in achieving savings targets.

ANNEX - Financial Resources

		Actual 2009-10	Budget 2009-10	Variance	Explanation of variance
Exchequer Services	Employee Costs	1,120,525	1,093,379	-27,146	Overspend on staff mainly in creditors section offset by unders on supplies & services
	Premises	1,362	0	-1,362	
	Supplies & Srvcs	120,109	130,902	10,793	
	Transport Costs	24,540	27,035	2,495	
	Third Party Payts	126,036	129,720	3,684	
	Income	-305,508	-299327	6,181	
		1,087,063	**1,081,709**	**-5,354**	
Revenues and Benefits	Employee Costs	1,713,677	1,740,771	27,094	£250k too much income on HB subsidy taken in earlier years resulting in loss this year offset by unders on staffing and supplies & services
	Premises Costs	9,450	9,050	-400	
	Supplies & Srvcs	437,795	481,568	43,773	
	Transport Costs	34,316	34,080	-236	
	Third Party Payments	20,931,484	19,765,676	-1,165,808	
	Income	-21,921,205	-20,999,041	922,164	
		1,205,517	**1,032,104**	**-173,414**	
ICT Infrastructure	Employee Costs	860,597	848,638	-11,959	Did not make vacancy savings target – offset by unders on supplies & services. Income above target due to BT credit
	Supplies & Srvcs	667,972	679,512	11,540	
	Transport Costs	21,707	26,564	4,857	
	Third Party Paymnts	54,753	53,526	-1,228	
	Income	-230,044	-205,223	24,821	
		1,374,985	**1,403,017**	**28,032**	
ICT Applications & MGF3 & Topslice	Employee Costs	589,831	589,115	-715	Underspend on ICT topslice £76k – to be used for PfC next year. Underspend on maintenance of £40k
	Supplies & Srvcs	165,330	296,149	130,819	
	Transport Costs	13,488	20,507	7,019	
	Third Party Paynts	19,390	0	19,390	
	Income	-52,106	-52,559	-453	
		735,933	**688,928**	**117,279**	
Head of ICT & Fin Srvcs	Employee Costs	220,884	206,971	-13,913	Overspend on single status and benchmarking subs
	Property Costs	4,056	3,925	131	
	Supplies & Srvs	27,951	29,460	-1,509	
	Transport Costs	4,492	5,722	1,230	
	Third Party Payts	75,919	148,006.79	638	
	Income	-175,244	-170,848	4,396	

		158,058	151,787	-6,271	
ICT & Financial Services TOTAL	Employee Costs	4,505,513	4,478,874	-26,639	Loss on HB subsidy of £250,731 as above. Underspend on ICT topslice of £77,255 and on HB Admin of £47,311 and £681 on MGF3 to be C/Fwd as earmarked funds
	Property Costs	14,868	12,975	-1,893	
	Supplies & Services	1,419,157	1,617,591	198,434	
	Transport Costs	98,544	113,908	15,365	
	Third Party Payments	21,207,583	20,025,479	-1,182,104	
	Income	-22,684,108	-21,726,997	957,110	
		4,561,557	4,521,830	-39,727	