

## APPENDIX 1

# Finance & ICT Service Improvement Plan



### Accountancy


Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_1.1	Priority 1.1 Improve Budget Monitoring Process	31 Mar 2010	Principal Accountant	89 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
1. Develop a risk based approach to budget monitoring	Budget headings classified as high, medium and low risk.	31 Mar 2009		100 %	
	Workload reprioritised to reflect level of risk to Council.	30 Nov 2009	Informal review with accountants suggests priority areas reflect high risk areas - this will be formalised following pilot project in Learning Disabilities	75 %	
	Budget Monitoring service specification revised	31 Oct 2009	Meeting with Accountants held 21 Jan, agree LP to revise documentation for approval by Mark and Margaret. Further progress awaits meeting DBS, Charges report and Council Tax leaflet deadlines.	92 %	

Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_1.2	Priority 1.2 Contribute to Designing Better Services Project - Section - Accountancy	31 Mar 2010	Principal Accountant	100 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
1. Ensure staff kept briefed about progress 2. Timetable and prioritise work accordingly	Accurate financial information provided for 'As is'.	31 Mar 2010	No further info requested; vehicles info provided by payroll for travel expenses; Op Support info provided where definition available - deem to be complete	100 %	
	Options costed	31 Mar 2010	Identified need for accountancy to costs options for vehicles and taht cost of borrowing not included - repoted to David Morris. Programme Business Case completed and presented to Committee.	100 %	


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3. Provide information requested by Project Team / Project Board	Method of monitoring savings agreed.	31 Mar 2010	Signed off approach with Mark and David	100 %
	Other information / work supplied as requested.	31 Mar 2010	No info outstanding at end March 2010	100 %


### Audit (Internal)

Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_2.1	Priority 2.1 Internal Audit Assurance	31 Mar 2010	Team Leader (Audit)	82 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
Optimise capacity of audit team to deliver internal controls assurance in 2009/10	Align audit plan to Council Priorities and Risks	30 Apr 2009	<b>Quarter 4 update:-</b> audit plan takes account of council priorities and risks	100 %	
	Ensure sufficient coverage to inform controls assurance statement	31 Mar 2010	<b>Quarter 4 update:</b> – planned audit coverage on core financial systems has been sufficient to inform the controls assurance statement for 2009/10 year (in preparation).	100 %	
	Provide information to support design phase work	31 Mar 2010	<b>Quarter 4 update:</b> - Information requests have been limited; those which have been made have been addressed.	100 %	
	Validate higher risk areas of the programme	31 Mar 2010	<b>Quarter 4 update:</b> - Alternative governance arrangements have been developed to monitor progress of the DBS programme.	100 %	
	Contribute to the Council's annual governance statement	31 May 2009	<b>Quarter 4 update:</b> - annual requirement duly completed for 2008/09 year.	100 %	
	Develop assurance statement for senior officers	31 May 2009	<b>Quarter 4 update:</b> - 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.	75 %	
	Investigate the case for introducing bespoke audit software	31 Dec 2009	<b>Quarter 4 update:</b> - Preliminary discussions held with colleague in Highland Council audit service, which has already automated some of its practices. As previously reported, this project is being rolled forward into 2010/11, it being essential to maximise the coverage a small internal audit team can provide.	5 %	

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Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_2.2	Priority 2.2 Risk Management	31 Mar 2010	Team Leader (Audit)	79 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
Continue to strengthen the risk management infrastructure and further integrate risk management into the Council's decision making processes and service delivery.	Awareness of Risk Management increased by delivering series of introductory / refresher courses for managers.	31 Mar 2010	<b>Quarter 4 update</b> - 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 service.	20 %	
	Risk Management training delivered to all head teachers	31 Jul 2009	<b>Quarter 4 update:</b> - Action is complete. Approximately 2/3 of head teachers were trained and as a result of feedback from this training the Head of Educational Resource Services, with a group of Head Teacher colleagues, intends to develop a generic risk register for schools.	100 %	
	CMT & Departmental Management Teams supported in the maintenance of risk registers to a more formal timetable.	31 Mar 2010	<b>Quarter 4 update:</b> - 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.	75 %	
	Build links with partners (e.g, NHS) in order to strengthen risk management in partnerships (e.g. MCH&SCP and Community Planning partners)	31 Mar 2010	<b>Quarter 4 update:</b> - Work has been undertaken to support development of a Community Planning risk register which aligns to the Council's corporate risk register and addresses risks surrounding delivery of the SOA and the Moray Performs programme.	100 %	
	Examine feasibility of migrating risk data to Covalent system	31 Mar 2010	<b>Quarter 4 update</b> - Risk data from the corporate risk register has been successfully migrated to Covalent. This will facilitate its updating on an ongoing basis and evidence the linkages with other risk registers more readily	100 %	

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ICT					
Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_3.1	Priority 3.1 Implement the Best Value Review Improvement Plan - Section - ICT	31 Mar 2010	ICT Team Leader	82 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
The Best Value Review Improvement Plan for the ICT Service was approved at Policy and Resources Committee on 9 December 2008. This service improvement is to implement the Improvement Plan.	Review ICT staffing structure	30 Sep 2009	<b>Quarter 2 update:</b> - Following consultation with staff the revised staffing structure was reported to and approved by Policy and Resources Committee on 22 September 2009. The structure was formally introduced within ICT on Monday 26th October.	100 %	
	Improve ICT Security	30 Sep 2009	<b>Quarter 2 update</b> - The revised ICT Security Policy was published in January 2009 and an ICT Security role identified and included within the restructuring proposals approved at Policy & Resources Committee on 22 September 2009. With regard to awareness raising some work has been undertaken with the Council's Records Manager to reinforce the need for information security within all Council processes and specific guidance is being provided to all services within the Council where required. Security processes have been reviewed and amended to meet audit requirements and the procurement of an enhanced secure remote access facility has been completed. Enhanced security for remote access to the Council's ICT facilities will be key in the implementation of the mobile and flexible working theme of the Designing Better Services programme.	100 %	
	Establish a Web Team	30 Sep 2009	<b>Quarter 2 update:</b> - The review of the ICT staffing structure reported to Policy & Resources Committee on 22 September 2009 included a recommendation to establish a dedicated web team within ICT. The web team is now in place and working towards developing a short term action plan.	100 %	
	Develop a short-term ICT Strategy	31 Mar 2010	An ICT strategy for 2010-13 was approved by P&R on 27 April 2010	100 %	
	Improve asset management planning	31 Mar 2010	A final ICT Asset Management Plan was approved by the Corporate Asset Management Group	100 %	
	Improve partnership working with the Service Departments	31 Mar 2010	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.	50 %	
	Improve end-user skills in the service departments	31 Mar 2010	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	30 %	

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			the completion of DBS.	
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Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_3.2	Priority 3.2 Refresh and Improve the Schools ICT Infrastructure - Section - ICT	31 Mar 2010	ICT Team Leader (Support)	98 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
A Schools ICT Strategy Group has been established to identify the current and future requirements and priorities for the refresh and development of all ICT facilities in schools. Implementation of the outcomes from the group will start in 2009-10.	Review priorities from ICT Strategy Group	30 Apr 2009	<b>Quarter 4 update</b> –Review complete	100 %	
	Agree priorities from ICT Strategy Group	31 May 2009	<b>Quarter 4 update</b> –Priorities agreed	100 %	
	Report to Committee	30 Jun 2009	<b>Quarter 4 update</b> - 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. This report will now be revised and we understand that it will be submitted to the Children & Young People's Services Committee in due course.	95 %	
	Implement the Schools ICT Infrastructure rollout plan	31 Mar 2010	<b>Quarter 4 Update</b> - The implementation programme was completed on time. The programme included the replacement of PCs and servers and improvements to ICT networks; this work covered the majority of schools in Moray. This involved replacing 494 PCs, 10 servers, 35 network switches, 3 telephone systems, in excess of 100 telephone handsets and implementing 3 wireless network solutions. The replacement programme also enabled ICT Services to purchase spare telephone system equipment to enhance our support capability to the schools as the existing systems within schools have been in place since the start of the previous Fujitsu managed services contract. All of the ICT infrastructure will be replaced on a rolling basis and a similar programme of work is planned for 2010/11.	100 %	


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Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_3.3	Priority 3.3 Provide project management and ICT support and advice to the DBS programme - Section - ICT	28 Feb 2010	ICT Team Leader (Development)	100 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
ICT staff will work closely alongside the DBS team during the detailed design stage to provide ICT support and advice on all projects contained within the DBS programme. ICT will take a lead role on the Workflow/Document Management and Development of Intra/Internet projects.	Managing Customer Services	30 Sep 2009	<b>Quarter 2 update:</b> - ICT input to the customer services theme is complete and resulted in Policy & Resources Committee approval on 25 August 2009 to proceed with the procurement of the Lagan Customer Relationship Management solution under the national framework contract. This project has now moved onto the implementation phase.	100 %	
	Workflow and Document Management	31 Dec 2009	<b>Quarter 4 update:-</b> The business case for Workflow/Document Management was incorporated into the overall business case for the Operational Support theme reported to Committee on 2 March 2010.	100 %	
	Development of Intra/Internet	31 Jan 2010	<b>Quarter 2 update:</b> - ICT support and advice on aspects of the development of the intra/internet business case is complete. The actual development of the intra/internet services will likely go hand in hand with the development of the Lagan Customer Relationship Management system.	100 %	
	Workforce Scheduling/Mobile ICT	31 Jul 2009	<b>Quarter 2 update:</b> - ICT support and advice on aspects of the development of Workforce Scheduling/Mobile ICT business case is complete.	100 %	
	Flexible Working	31 Oct 2009	<b>Quarter 2 update:</b> - ICT support and advice on aspects of the development of the Flexible Working business case is complete.	100 %	
	Time Recording	28 Feb 2010	<b>Quarter 2 update:</b> - Aspects of this project were considered within the Workforce scheduling/Flexible working theme and as such no additional work has been identified at this time.	100 %	
	Operational Support	31 Dec 2009	<b>Quarter 4 update:</b> - ICT support and advice for the development of the business case for the Operational Support theme is complete. The business case was reported to committee on 2 March 2010.	100 %	
	Property	31 Oct 2009	<b>Quarter 4 update:</b> - ICT support and advice for the development of the business case for the Property theme is complete. The business case was reported to committee on 2 March 2010.	100 %	
	Facilities Management	31 Dec 2009	<b>Quarter 4 update:</b> - ICT support and advice for the development of the business case for this project is complete. The business case was reported to committee on 2 March 2010.	100 %	


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	Procurement	30 Jun 2009	<b>Quarter 2 update:</b> - ICT support and advice for the development of the detailed design for the procurement theme is complete. The procurement business case was reported to committee on 22 September 2009.	100 %
	Internal Recharging	31 Jan 2010	<b>Quarter 2 update:</b> - Aspects of this project were considered within the procurement theme and as such no additional work was identified for this project at this time.	100 %
	Vehicle Utilisation	31 Jan 2010	<b>Quarter 4 update:</b> - The business case for Vehicle Utilisation was reported to committee on 2 March 2010.	100 %


### Payments


Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_4.1	Priority 4.1 Procurement - Section - Payments	31 Mar 2010	Payments Manager	100 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
Continue with the Corporate Development of Procurement	a) Develop measure of Procurement Efficiency Savings b) Embed Moray Procurement Initiative (Strategy) c) Improve Procurement Practices (Operational)	31 Mar 2010	<b>Quarter 4 update</b> -DBS Implementation plan approved P & R -15th December. Detailed project plan in place	100 %	
		30 Jun 2009	Measurement process in place	100 %	
		31 Mar 2010	Strategy in place – <b>Quarter 4 update</b> - DBS implementation includes a review now due 2nd quarter 2010	100 %	
		31 Mar 2010	Operational practices in place. <b>Quarter 4 update</b> DBS changes will require rewrite – due 2nd quarter 2010	100 %	
	Impact of Designing Better Services (DBS) Project on plan - Project Design mandate agreed and signed off by Board	30 Jun 2009	<b>Quarter 2 update:</b> - Full review and SIP amendment to be carried out to reflect the approved DBS project 2010 SIP will reflect the milestones and targets from DBS project	100 %	
	DBS Implementation	31 Mar 2010	DBS phase 2 complete <b>Quarter 4 update</b> - Phase 3 Implementation and milestones brought forward from April to January 2010 To date all milestones have been acheived	100 %	
	Implementation	31 Mar 2010	All DBS action plan targets have been acheived to date	100 %	

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Revenues					
Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_5.1	Priority 5.1 General Improvement to Services - Section - Revenues	31 Mar 2010	Revenues Manager	70 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
1. Upgrade the Revenues Systems to a windows environment 2. Testing and implementing software to improve systems and meet legislative requirements 3. Identifying and implementing measures to simplify access to services 4. Review and update service policies 5. Review and update communication arrangements with customers and staff 6. Benchmarking service 7. Self-Assessment for Benefit Service	More Staff/User Friendly System	31 Mar 2010	<b>Quarter 4 update</b> - A decision was taken to postpone the introduction of a windows environment 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 performed to ensure that they are fit for purpose and value for money.	0 %	
	Service Meets legislative requirements	31 Mar 2010	<b>Quarter 4 update</b> - Software releases have been issued, tested and installed where appropriate	100 %	
	More on-line service provision	31 Oct 2009	<b>Quarter 4 update</b> - 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.	0 %	
	Improved clarity on service expectation	31 Mar 2010	<b>Quarter 4 update</b> - On-going review of policies completed.	100 %	
	Feedback on service provision/improved staff engagement	31 Dec 2009	<b>Quarter 4 update:</b> - Survey performed, outcomes compiled and noted.	100 %	
	Better context to current performance	31 Mar 2010	<b>Quarter 4 update</b> - Returns received from all participating authorities. These are closely related to the Nosla project and future benchmarking collaboration arrangements still to be finalised.	90 %	
	Minimal External Audit recommendations	31 Aug 2009	<b>Quarter 4 update:</b> - The outcomes from the assessment have been agreed and appropriate actions documented. All details have been presented and approved by Policy and resources committee.	100 %	

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Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_5.2	Priority 5.2 DBS – Customer Services Theme - Section - Revenues	31 Jan 2010	Revenues Manager	100 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
Support the Customer Services theme of the DBS programme through involvement: on the Theme Board, at workshops and assistance with the mandate and detailed design.	Design Mandate approved by DBS Board	30 Jun 2009	<b>Quarter 4 update</b> - Design Mandate prepared for approval by members.	100 %	
	Detailed Design approved by DBS Board	31 Oct 2009	<b>Quarter 4 update</b> - Complete	100 %	
	Commence implementation of new Customer Service arrangements	31 Jan 2010	<b>Quarter 4 update</b> – Work has commenced on transferring existing services within the contact centre onto new systems and housing and property services.	100 %	

Priority Code	Priority	Due Date	Lead Officer	Progress Overall	Status Overall
FICT09SIP_5.3	Priority 5.3 Shared Service Development - Section - Revenues	31 Oct 2009	Revenues Manager	100 %	
Action to Address Priority	Expected Outcome	Due Date	Latest Note	Progress	
A feasibility study for a Shared Revenues Service was completed in December 2008. Following a recent change in the timetable for Local Income Tax, the shared service would be feasible. The partner Council are considering how to take this forward with the potential for a request for further support from the Scottish Government.	Prepare a bid document to the Government	31 May 2009	<b>Quarter 4 update</b> - Bid submitted – await outcome during 4th Quarter.	100 %	
	Further involvement in developing a process to take the project forward to implementation.	31 Oct 2009	<b>Quarter 4 update:</b> - The funding application has been turned down by the Government. The Committee Chair has written to the Minister requesting a meeting to discuss the bid. Directors of Finance from the representative authorities have agreed to take no further action pending a response to the letter and without government funding the recommendation will be to take no further action.	100 %	