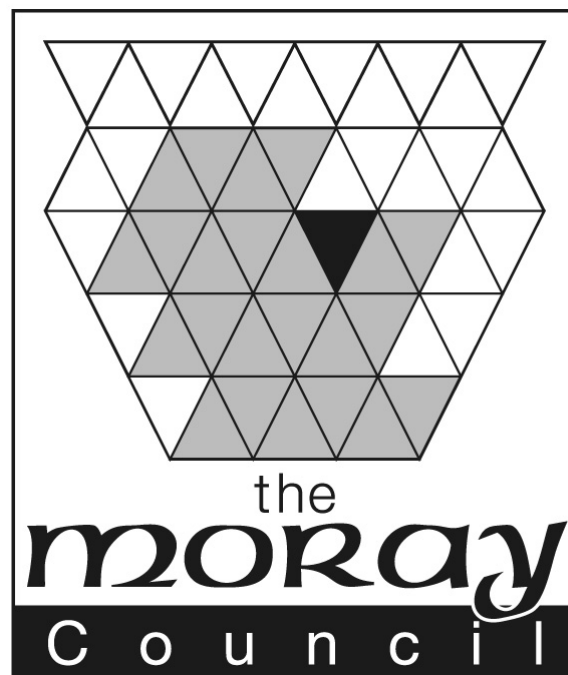


Finance & ICT
SERVICE IMPROVEMENT PLAN
2010/2012



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1 - INTRODUCTION TO THE SERVICE

Finance and ICT Services fulfil a dual role on behalf of Moray Council in supporting the work of other departments and in providing services directly to the public. To achieve the service objectives of delivering continuous improvement and maintaining high quality services comprehensive planning arrangements are fundamental. The staff within Finance & ICT Services remain committed to the principle of preparing realistic and challenging plans to develop the services we provide.

This Plan seeks to align the activities of staff within Finance and ICT to support the delivery of the Moray Community Planning Partnership Single Outcome Agreement. As well as supporting the work of Council Departments which are leading on particular themes, the service is also responsible for leading the Designing Better Services programme. That programme is one of the key aspects of National Outcome 15 “our public services are high quality, continually improving, efficient and responsive to local people’s needs”.

2 – ACHIEVEMENTS AND REVIEW OF PREVIOUS PLAN

The Finance and ICT Services Service Improvement Plan for 2009/10 listed 11 Priorities comprising of a total of 61 actions spread across the different Departmental Services. By the year end Managers have identified 90% completion against the actions identified.

Quarterly monitoring reports are provided to Members on progress against the SIP. The quarterly monitoring report is included as a separate agenda item on the 25th May Committee. An overview of the key points is provided below.

In Accountancy the process to improve budget monitoring arrangements focused on the relative risks associated with each budget heading. The work of the Accountancy Team supporting Budget Managers and monitoring budgets was reviewed in accordance with the risk assessment. There is further work required to change the level of support to be provided to budget managers in accordance with the review. The Accountancy Section was involved in the financial appraisals required for the Designing Better Services (DBS) Phase 2 business cases and the DBS Implementation Plan. This major work programme was completed within two months of the original timetable. The Section also continued to provide support, guidance and advice in relation to the Schools PPP Scheme.

Internal Audit continued to work with Legal Services to develop the Council's Corporate Governance arrangements and ensured that the Annual Audit Plan work was aligned to the Corporate Risks and Priorities of the Council. The service continued to provide a lead role for the Council in improving risk management arrangements. 'The process of embedding risk management continued during the year with the updating of the corporate risk register following a critical evaluation of the principal risks faced by the Council and consideration of the means by which these can be controlled. The task of updating departmental risk registers and linking these to service improvement plans was commenced and will continue during the life of this plan. A briefing session in risk management was also provided to Head Teachers thereby completing the delivery of training on risk management for all senior managers.'

The ICT Section has made some good progress implementing the Action Plan agreed from its Best Value Review. However, progress was limited due to the four new posts approved in September 2009 being subjected to the vacancy freeze. A programme was established during the year to bring all schools up to the National Standard for the number of computers available and this is underpinned by a five year replacement programme. The Section also prepared a plan to procure and implement the major technology requirements to support the DBS Programme.

The Payments Manager took on the role of Project Manager for the DBS Procurement Project. A business case for major changes to the way in which goods and services are procured was agreed by the Council and good progress was made to implement the changes during the year. The DBS Procurement Project builds on the changes previously agreed and implemented in relation to e-procurement and national buying consortiums.

The work of the Benefits Team within the Revenues Section was subject of an inspection by Audit Scotland during the year. Their findings were reported to Policy and Resources Committee in August. The report was largely positive and amongst the highlights Audit Scotland advised that the service's approach to Quality Management is one of the best they have encountered. An Action Plan on improvements was agreed and is being implemented. A bid was made to the Scottish Government during the year for Pathfinder status and funding support for the Shared Services Project. A formal response has now been received from the Scottish Government indicating that no further funding will be provided and the Chair of Policy and Resources Committee has written to the Minister seeking a meeting to discuss this matter further. The Revenues Manager was involved in the preparation of the business cases for the Customer Services Theme and the Operational Support Theme during Phase 2 of the DBS Programme. He has recently been appointed to the post of Customer Services Manager and in his new role he will take the lead in the implementation of Council's Contact Centre, which is one of the core components to enable the Council to provide services more efficiently.

3.1 - SERVICE OBJECTIVES, AIMS AND MISSION STATEMENT

Vision To provide cost effective services to assist the Council to improve the quality of life for all people in the area.

Our aims are to ...

- demonstrate that we provide cost effective quality services to the public and Council departments***
- lead the Designing Better Services programme to reduce the cost of Council service provision and improve access to Council services***
- effectively manage the Council's assets and framework of financial control.***

In doing so we will ...

- be open and accountable in all that we do***
- demonstrate continuous improvement in delivering services to all of our customers***
- develop an environment which provides a positive work experience***
- ensure we do not disadvantage any of our customers on the grounds of race, disability, sexual orientation, age, gender or belief***

Strategy Priority will be given to leading and supporting the Designing Better Services Programme. Finance and ICT will be involved in implementation of technology and changes in working practices for procurement, customer contact and the wider use of workflow. The service will also provide management, monitoring and reporting for the programme.

We will manage the Council's assets and financial affairs of the Council through the application of recognised accounting principles, auditing of the control environment and developing and maintaining risk management arrangements. Our focus will be on areas identified from the risk management process including staff recruitment and retention and the delivery of the ICT Action Plan.

We will demonstrate openness by publishing our results in the Public Performance Report, Annual Accounts and in reports to Council Committees.

We value our staff and will ensure all staff have an annual Performance Review. We will encourage staff to contribute to the achievement of our objectives through effective communication and delegation of appropriate tasks. This will engender ownership of tasks and enhance recognition of their contribution to the work of the Department. Staff will also be involved in Public Sector Improvement Framework Assessments. This inclusive approach will help us to continually improve.

We will review periodically our policies, practices and procedures to ensure we do not discriminate either directly or indirectly against customers on the grounds of race, disability etc. We will also assess using the same methodology, all new policies practices and procedures prior to their introduction.

As an overarching theme we need to be clear about our priorities and ensure that a balance is struck to deliver high quality outcomes from the resources available. This cannot be achieved if we over commit – our plans aim to be challenging but realistic.

3.2 – ISSUES AFFECTING SERVICE

Efficient Government has been recognised by the Council as a matter of key strategic importance that will underpin the direction of the Council for the next few years. Finance and ICT Services have a major role to play in assisting the Council improve levels of efficiency in the following areas:

Service Development Group – Chaired by Council Depute Convener with Chief Financial Officer providing significant input.

Designing Better Services (DBS) Programme Board – Senior Responsible Officer for the programme is the Chief Financial Officer and he also chairs 2 of the project boards within the programme. ICT and Accountancy will provide substantial support to this programme and other Managers are likely to be involved in changing their services.

ICT Action Plan – to implement the core systems underpinning the DBS programme.

Procurement – Being led by the Payments Manager.

Asset Management – Being led by the Principal Accountant.

The annual financial audit is a significant area of work for the Council each year and will continue to affect future service delivery.

Corporate Governance is one of six themes of the Council's modernisation agenda, known as Moray Performs. The Head of Internal Audit will continue to have a key role in improving the Council's Corporate Governance arrangements.

3.3 – EQUAL OPPORTUNITIES

Staff within Finance and ICT Services are committed to ensuring customers are treated both equally and fairly with no one being disadvantaged because of race, gender, sexual orientation, age, belief or disability. We have included a statement to this effect in our Departmental Vision statement. We provide services to internal departments and direct to the public and recognise our responsibility to be fair and consistent in our dealings with all our customers be they internal or external.

We have worked with the Corporate Equalities Team to ensure that our policies, practices and procedures contain no discriminatory elements, Impact Assessments were conducted on each activity highlighted by previous initial assessment work as potentially requiring change. Copies of the completed Impact Assessment Forms have been lodged with the Equalities Officer and are available for inspection.

Over the next year, our policies, practices and procedures as well as customer facing activities will be reviewed again, against all 6 “equalities strands”, to ensure they are still compliant with the policy. More detailed assessments will be carried out and action plans produced should these reviews indicate they are required.

Our staff continue to assist customers using initiatives to foster equal opportunities such as the “happy to translate” procedures to help customers who do not have English as a first language, procedures to assist customers with hearing and sight difficulties and the use of larger text on our customer communications.

We look forward to completing the assessment work in the year ahead and putting in place actions to overcome any concerns highlighted.

3.4 – SUSTAINABLE DEVELOPMENT

The services provided by Finance and ICT Services largely support Council Service Departments. Nevertheless we recognise we can also play a part in assisting the Council as a whole to achieve sustainable development and a key aspect of the Prudential Code is to ensure that Financial Plans are sustainable.

In our service support role, Internal Audit's activities contribute indirectly to sustainable development in so far as audit reports make recommendations, where appropriate, designed to reduce or eliminate loss or waste and secure best use of available resources. In addition, by providing the Service Departments with an efficient and effective Payments service and by carefully managing cash flow through Treasury Management, we are supporting sustainability through controlling resources and assisting sound financial planning.

More directly, we recognise that in particular, we can make a significant contribution in the Environmental arena. Finance and ICT Services Improvement Groups have previously looked at Environmental issues and a number of improvements have been implemented as a result of the work of these groups. These are now firmly embedded in the culture of the Service and include initiatives such as the "switch it off" campaign, reducing stationery waste and recycling used paper using special bags.

More recently, the service has been involved in the Carbon Trust programme to reduce the Council's carbon foot print. A planned reduction in the number of computer servers used by the Council and a replacement programme of flat screens will assist the Council's drive for a reduction in energy usage.

The ICT Service makes a further specific contribution by utilising a local recycling facility to dispose of any redundant ICT equipment wherever this is possible. In instances where the equipment still has some useful purpose, it is refurbished and is offered back to the community.

The Printing Unit provides an efficient service with controls in place to ensure that waste is minimised wherever possible and best use is made of resources. Environmental issues are also considered when purchasing new printing equipment. The latest items of equipment in the Printing Unit use fewer chemicals both in terms of their operation and also in terms of the amount of chemicals required to clean them. There has also been a reduction in the amount of toxic chemicals that are used.

Finance and ICT Services are therefore both directly and indirectly contributing to the Council's drive to achieve its objectives in the area of sustainability.

3.5 – HOW WILL PRIORITIES BE MONITORED AND EVALUATED

The Local Government (Scotland) Act 2003 places a duty upon all local authorities to ensure Best Value and Community Planning are at the heart of council practice. The Moray Council has adopted a Performance Management Framework that will ensure that improvement plans are developed and monitored

This plan will be monitored as follows: -

By Whom	Frequency
Departmental Management Team	Monthly
Corporate Management Team	Quarterly
Policy Committee	Quarterly
Chief Financial Officer, Head of Finance & Head of ICT	Quarterly with their Lead Officers

The priorities identified in this Plan will be closely monitored and success evaluated.

An update on each priority will be given by each Lead Officer at the monthly Departmental Management Team meeting and any action needed to keep the priority on track will be identified.

Each Quarter, a progress report highlighting “exceptions to plan” will be issued to the Corporate Management Team.

In addition, the Policy and Resources Committee will receive each quarter an “exception based” status report of all priorities behind target in the plan and members will have an opportunity to scrutinise the report.

The Chief Financial Officer, Head of Finance and Head of ICT will conduct quarterly Service Improvement Plan reviews with each Lead Officer.

Together these measures will ensure progress is recorded and kept visible through clear reporting mechanisms allowing identification and correction of any priority that may have fallen behind target.

3.6 – PRIORITY AREAS FOR THIS PLAN

The following priorities have been identified for implementation over the next financial year.

Each priority has been given a service identifier and contains clear deliverables with associated timescales for delivery. In a few cases, timescales are not absolutely firm. In these cases, the precise timescales will be entered as soon as they are known.

The Lead Officer or Officers are also shown.

Progress monitoring will take place against the information provided on the Priority Templates.

These priorities are the main priorities for the coming period but are not the only improvements receiving attention. Each service also has a Team Plan and further improvements have been targeted in the Team Plans.

The resources to deliver the improvements are identified for each priority:

1.1	Accountancy	Improve the budget monitoring process
1.2	Accountancy	Address major changes in reporting requirements
1.3	Accountancy	Contribute to the Designing Better Services programme.
2.1	Internal Audit	Internal Audit Assurance
2.2	Internal Audit	Embedding Risk Management
3.1	ICT Services	Implement the PSIF improvement recommendations
3.2	ICT Services	Continue to Implement the Best Value Review Improvement Plan
3.3	ICT Services	Implement Internal Audit recommendations with regard to recording of hardware and software
3.4	ICT Services	Implement Security Improvements
3.5	ICT Services	Implement Information Technology Infrastructure Library (ITIL) Best Practice
4.1	Payments	Procurement
4.2	Payments	Electronic Payslips
5.1	Revenues	Review service delivery and staffing structure for impending DBS changes
5.2	Revenues	Evaluation and potential tendering of existing contracts for Council tax, Non-domestic rates and Benefits systems

National Outcome 15
“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 1.1

Accountancy Section

Improve the budget monitoring process

What will we do to address this priority

1.1.1 Develop a risk based approach to budget monitoring

1.1.2 Improve budget manager training

Links to other Plans

Corporate Risk Register

Moray Performs

BV2 Financial Management Assessment Matrix

Expected Outcomes/Success Criteria

Timescale

1.1.1 Budget Monitoring service specification revised.	April 2010
Workload reprioritised to reflect level of risk to Council.	May – July 2010
Service specific methods of monitoring high risk areas identified and agreed with Heads of Service: pilot with one service; Roll out across other high risk areas	April – July 2010 September – December 2010
Risk levels reviewed.	March & July 2011
More tailored approach to medium risk areas developed	April – September 2011
Approach rolled out across departments	October – December 2011
Risk levels reviewed	March & July 2012
Budget Monitoring service specification reviewed. (BV2 Fin Mgmt Assessment Matrix 4.2, 4.3, 6.1, 6.2, 6.3, 8.2, 8.3, 10.2)	April – June 2012

Expected Outcomes/Success Criteria**Timescale**

1.1.2 Training pack content reviewed and updated.	June 2010
Training programme for In Absence Authorisers developed.	October 2010
Budget managers in high risk areas offered training updates (BV2 Matrix Fin Mgmt Assessment 2.2)	September – December 2010

Resources

This will be resourced from the Accountancy section budget

Staff Implications

This work will be done by the Accountancy team.

Lead Officer

- 1.1.1 Lorraine Paisey, Principal Accountant
- 1.1.2 Deborah Bosworth, Principal Accountant

National Outcome 15**“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”****PRIORITY 1.2****Accountancy Section****Address major changes in reporting requirements****What will we do to address this priority****Links to other Plans**

1.2.1 Implement International Financial Reporting Standards (IFRS)

Corporate Risk Register

Moray Performs

1.2.2 Implement revised CIPFA Infrastructure accounting requirements

BV2 Financial Management Assessment Matrix

Expected Outcomes/Success Criteria**Timescale**

1.2.1 Restated 2009/10 accounts for comparators for 2010/11 produced

September 2010 – December 2010

Fully IFRS compliant accounts for 2010/11 produced

April - June 2011

1.2.2 Implementation plan developed in conjunction with Roads staff

March 2011

Gross Replacement Cost data reported on 2010-2011 WGA return for all highways infrastructure assets

June 2011

Depreciated Replacement Cost data reported on 2011-2012 WGA return for all highways infrastructure assets

June 2012

Annual Accounts 2012-2013 prepared using Depreciated Replacement Cost basis for the valuation of highways infrastructure assets

June 2013

Resources

This will be resourced from the Accountancy section budget and the roads section budget.

Staff Implications

This work will be done by the Accountancy team and Roads section staff.

Lead Officer

Deborah Brands, Principal Accountant

National Outcome 15
“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 1.3

Accountancy Section

Contribute to the Designing Better Services Programme

What will we do to address this priority	Links to other Plans
1.3.1 Develop the Benefits Realisation process	Corporate Risk Register
1.3.2 Review Accountancy support to procurement and Following the Public Pound arrangements	Moray Performs DBS implementation Plan BV2 Financial Management Assessment Matrix

Expected Outcomes/Success Criteria	Timescale
1.3.1 Monitoring reports to DBS Implementation Board	Monthly from April 2010 onwards
Budgets adjusted to show at least the level of savings in the Full Business Case	August 2012
Efficiency Statements reflect savings from DBS programme	August 2010 August 2011
(BV2 Fin Mgmt Assessment Matrix 8.5)	August 2012
1.3.2 Revised procedures agreed with Community Services	December 2010
Impact statements assessed and budgets adjusted	As available
Efficiency Statements reflects savings from procurement	August 2010 August 2011
(BV2 Fin Mgmt Assessment Matrix 10.1)	August 2012

Resources

This will be resourced from the Accountancy section budget

Staff Implications

This work will be done by the Accountancy team.

Lead Officer

1.3.1 Lorraine Paisey, Principal Accountant

1.3.2 Deborah Bosworth, Principal Accountant

National Outcome 15**“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”****PRIORITY 2.1****Finance and ICT Services – Internal Audit****Internal Audit Assurance****What will we do to address this priority**

Use available audit resources to optimise internal controls assurance in 2010/11.

Links to other Plans

Aligned to corporate priorities, budgets, governance and management standards, risk registers and PSIF improvement model

Expected Outcomes/Success Criteria**Timescale****Audit**

- ◆ Consider resources available to deliver expectations on controls assurance
- ◆ Consider audit coverage of change management projects and programmes
- ◆ Develop annual audit plan having regard to audit needs and resources
- ◆ Timetable regular reporting of audit follow up work to committee

April 2010

April 2010

April 2010

April 2010 /November 2010

Governance

- ◆ Contribute to the Council’s annual governance statement

May 2010

Service Improvement

- ◆ Implementation of improvements identified through PSIF process
- Staff Employee Review and Development programme
- Automation of audit processes
- Audit Policy review and update

To March 2011 including milestones below

June 2010

September 2010

March 2011

Resources

Resources are constrained by staffing levels and the need to balance workloads in respect of planned work, reactive work, management and supervision, and service development.

Staff Implications

Staffing inputs will be drawn from the Internal Audit Team

Lead Officer

Team Leader (Audit)

National Outcome 15

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PRIORITY 2.2**Finance and ICT Services – Internal Audit****Risk Management****What will we do to address this priority**

Continue to promote and refine cyclical risk management practices towards a target of fully integrating risk management into Council management arrangements.

Links to other Plans

Aligned to the local Code of Corporate Governance; Moray Performs and Best Value Guidance

Expected Outcomes/Success Criteria**Timescale****Management Arrangements**

- ◆ Promote the development of a risk and resilience group to broaden ownership and enhance profile of risk management
- ◆ Consider overlaps between risk and business continuity and develop a programme to move both disciplines forward in a complementary manner

September 2010

June 2010

Risk Registers

- ◆ Support the Corporate Management Team and Service Departments to update risk registers in a manner consistent with the corporate policy and strategy
- ◆ Encourage risk register updating process to be adopted by service managers as a matter of routine

To March 2011; timetable recognising resource pressures in service departments

By March 2011

Integration

- ◆ Ensure updated risk registers are aligned both horizontally with service plans etc and vertically with other registers to ensure identified risks are managed at the appropriate level

Full alignment completed by March 2011

Resources

Resource requirements shall be determined by the Team Leader (Audit) subject to consultation with the Audit & Performance Review Committee and the Chief Financial Officer as appropriate.

Staff Implications

There are no dedicated staff resources for this work; staffing will be drawn from current internal audit resources, possibly supported by the Business Continuity Officer if synergies currently under consideration are formalised.

Lead Officer

Team Leader (Audit)

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PRIORITY 3.1

Finance & ICT Services – ICT Section

Implement the PSIF improvement recommendations

What will we do to address this priority	Links to other Plans
The ICT Section underwent a PSIF self assessment during 2009-10. A set of recommendations were agreed with the PSIF team for implementation over the next two years 2010-12.	“Sound Management of Resources” Corporate Risk Register

Expected Outcomes/Success Criteria	Timescale
1. Assess and review the communication processes.	Apr 10 – Sep 10
2. Assess and review the availability and access to documentation.	Oct 10 – Mar 11
3. Reinstate the ERDP process and review its effectiveness	May 10 – Sep 10
4. Establish an ICT skills/knowledge database for all staff	Oct 10 – Mar 11
5. Assess and review the Key Performance Results including both internal and external measures	Apr 11 – Mar 12

Resources

There are no direct costs associated with the task of implementing the improvement plan.

Staff Implications

The Head of ICT Services assisted by ICT Team Leader (Infrastructure) and ICT Team Leader (Applications) will carry out the PSIF improvement plan.

Resource	Days
Head of ICT Services	20
ICT Team Leader (Infrastructure)	5
ICT Team Leader (Application Systems)	5
Total	30

Lead Officer

Head of ICT Services

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PRIORITY 3.2

Finance & ICT Services – ICT Section

Continue to Implement the Best Value Review Improvement Plan

What will we do to address this priority **Links to other Plans**

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 continue implementation of the Improvement Plan.

“Sound Management of Resources” – Corporate Risk Register

Expected Outcomes/Success Criteria	Timescale
1. Review the development of the ICT action plan	Apr 10 – Sep 10
2. Improve partnership working with the Service Departments	Oct 10 – Mar 11
3. Liaise with the training section to improve end-user skills in the service departments particularly with regard to DBS.	Apr 10 – Mar 11
4. Carry our benchmarking of the ICT service	2011-12

Resources

There are no direct costs associated with the task of implementing the improvement plan.

Staff Implications

The ICT Team Leader (Application Systems) assisted by the ICT Team Leader (Infrastructure) and other staff as appropriate will carry out the implementation of the improvement plan.

Resource	Days
ICT Team Leader (Application Systems)	10
ICT Team Leader (Infrastructure)	5
Other ICT staff	25
Total	40

Lead Officer
 Team Leader (Application Systems)

National Outcome 15
“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 3.3

Finance & ICT Services – ICT Section

Implement Internal Audit recommendations with regard to recording of hardware and software.

What will we do to address this priority

Links to other Plans

The Internal Audit section conducted a review of the recording of ICT hardware and software during 2009-10. A improvement action plan of recommendations was agreed with Internal Audit for implementation over the next two years 2010-12.

“Sound Management of Resources”
 Corporate Risk Register

Expected Outcomes/Success Criteria

Timescale

1. Implement the 31 audit recommendations contained in the Internal Audit report on recording of hardware and software

Apr 10 – Mar 12
 (As per the 31 point Audit plan.)

Resources

There are costs associated with the implementation of the Internal Audit plan, however, these have been included in the approved ICT asset management plan contained within the capital plan.

Staff Implications

The ICT Team Leader (Application Systems) assisted by the ICT Team Leader (Infrastructure) and other staff as appropriate will carry out the Internal Audit improvement plan.

Resource	Days
ICT Team Leader (Application Systems)	10
ICT Team Leader (Infrastructure)	5
Other ICT Staff	25
Total	40

Lead Officer

ICT Team Leader (Application Systems)

National Outcome 15
“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 3.4

Finance & ICT Services – ICT Section

Implement Security Improvements

What will we do to address this priority

Links to other Plans

The ICT Best Value review identified the need to carry out a continuous programme of ICT security improvements in order to combat the increasing threats to the Council’s ICT infrastructure. The Council’s External Auditors have also identified ICT security as an area of improvement especially in the area of data handling.

“Sound Management of Resources”
 Corporate Risk Register

Expected Outcomes/Success Criteria

Timescale

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Investigate the need to encrypt portable devices 2. Investigate the need to send emails of a confidential nature 3. Investigate the inclusion of mandatory security provisions in contracts with third parties. 4. Increase awareness of secure data handling procedures | <p>Apr 10 – Sep 10</p> <p>Oct 10 – Mar 11</p> <p>Apr 11 – Sept 11</p> <p>Oct 11 – Mar 12</p> |
|--|--|

Resources

Budget provision has been made in the Capital Plan for the procurement of ICT security products and services.

Staff Implications

The ICT Team Leader (Infrastructure) assisted by other staff as appropriate will carry out the ICT Security improvements.

Resource	Days
ICT Team Leader (Infrastructure)	10
Other Staff	150
Total	160

Lead Officer

ICT Team Leader (Infrastructure)

National Outcome 15
“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 3.5

Finance & ICT Services – ICT Section

Implement Information Technology Infrastructure Library (ITIL) Best Practice

What will we do to address this priority

The ICT Best Value review identified the need to carry out a continuous programme of best practice improvements in order to improve the ICT service to its stakeholders. The internationally recognised ICT standard, ITIL, has been identified as the best solution and a feasibility study was carried out in 2009-10 to determine the best and most practical way forward. An action plan was subsequently developed to implement a subset of ITIL over the next three years 2010-13.

Links to other Plans

“Sound Management of Resources”
 Corporate Risk Register

Expected Outcomes/Success Criteria

1. Train staff
2. Document good working practices
3. Allocate roles and responsibilities.
4. Carry out a customer survey of ICT services required
5. Establish a Service Catalogue.
6. Implement a ITIL compliant Service Desk system
7. Introduce Service Level Agreements (SLAs)
8. Implement Incident Management
9. Develop service desk management reports
10. Implement Change Management

Timescale

- May 10 – Jun 10
- Jul 10 – Jul 10
- Aug 10 – Sep 10
- Oct 10 – Nov 10
- Dec 10 – Jan 11
- Sep 10 – Nov 11
- Feb 11 – Dec 11
- Aug 10 – Jan 13
- Dec 11 – Jul 12
- Jul 12 – Mar 13

Resources

Budget provision has been made in the Capital Plan for the procurement of an ITIL compliant service desk system.

Staff Implications

The ICT Team Leader (Infrastructure) assisted by other staff as appropriate will carry out the ICT Security improvements.

Resource	Days
ICT Team Leader (Infrastructure)	10
Other Staff	150
Total	160

Lead Officer

ICT Team Leader (Infrastructure)

National Outcome 15

“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 4.1

Finance and ICT Services – Payments Section

Procurement

What will we do to address this priority

Implement the Designing Better Services Project Plan

Expected Outcomes/Success Criteria

To provide the Council with the tools for “Advanced Procurement” across the organisation by introducing a centralised procurement operation.

6 workstreams:

- Strategy
- Training – procurement roles
- Systems
- Data Management
- Following the Public Pound
- Staffing

subdivided into 40 specific tasks

Resources

Payments Section
DBS Project team
Service Representatives
Departmental Procurers

Links to other Plans

Corporate Development Plan
Working Principle –
“Sound Management of Resources”

Timescale

SIP Action plan

DBS action plan in place –
Jan 2010 to Sept 2011

Performance to be
measured against DBS
plan milestones

Staff Implications

HR Change management plan in place which considers the implications for staff directly and indirectly in scope of the project.

Project SRO

Mark Palmer

Lead Officer

Payments Manager

National Outcome 15

“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 4.2**Finance and ICT Services – Payments Section****Introduction of E-Payslips****What will we do to address this priority****Links to other Plans**

Implement a new process to deliver employee payment information to staff electronically. Where this is not an option, the new process will create and delivery a printed version

Corporate Development Plan
Working Principle –
“Sound Management of Resources”

Expected Outcomes/Success Criteria**Timescale**

Evaluate options

May 2009

Report options and consult on recommendations

June 2010

Subject to consultation outcomes.....

Create specification

July 2010

Tender for supplier

October 2010

Award contract

November 2010 to January 2011

Testing

Feb 2011

Go live

March 2011

Resources

Payments Section (Payroll)
ICT

Staff Implications

Access to employment payment information via secure server – both at work and at home.

Payment History available from server

Direct communication to employees via electronic inserts

Printed versions to staff not able to access computer hardware

Lead Officer
Assistant Payroll Manager

National Outcome 15

“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 5.1**Finance and ICT Services - Revenues Section**

Review service delivery and staffing structure for impending DBS changes

What will we do to address this priority

- In conjunction with new corporate customer service unit review and align current front-line service provision.
- Develop mail room operations with planning service and contribute to changes proposed through DBS for the implementation of a corporate unit.
- Review the revenues staffing structure in light of the above developments

Links to other Plans

DBS programme

Expected Outcomes/Success Criteria**Timescale**

- Responsibility for the Contact centre and Access points migrating from Revenues to the Corporate service. July 2010
- Responsibility for the Planning, Revenues and the existing corporate mail room migrating from Revenues to the Corporate service. July 2010
- Development, consultation and implementation of a revised Revenues service staffing structure that reflects these adjustments August 2010

Resources

Revenues Management Team
DBS project staffing

Staff Implications

The changes being proposed will have an impact on management and staffing arrangements.

Lead Officer

Customer Services Manager

National Outcome 15

“Our Public Services are high quality, continually improving, efficient and responsive to local peoples’ needs”

PRIORITY 5.2**Finance and ICT Services - Revenues Section**

Evaluation and potential tendering of existing contracts for Council tax, Non-domestic rates and Benefits systems.

What will we do to address this priority

An evaluation of these systems is considered necessary to determine whether or not the core systems currently in place will be fit for purpose for a further four year period. This work will ensure that integration work that will be required as part of the DBS programme will only be performed once, that the core systems functionality meets our requirements and that the existing costs for these core systems is competitive.

Should there be merit in replacing these systems then this should be undertaken in line with DBS programme work.

Links to other Plans

DBS programme

Expected Outcomes/Success Criteria

Evaluate current position
If appropriate, tender for systems
New systems in place prior to DBS work
Reduction in system costs
Improved systems

Timescale

Feb 2011
May 2011
Dec 2011
Dec 2011
Dec 2011

Resources

Revenues management and service development staff

Staff Implications

There are none.

Lead Officer

Taxation manager and Benefits manager

4 – CONTINUOUS IMPROVEMENT

We understand and are embracing the need for us to demonstrate continuous improvement and the preparation and monitoring of Service Improvement Plans for a number of years is a key part of this process. The Designing Better Services Programme is a major commitment by the Council to delivering continuous improvement. The wide ranging involvement of the Finance and ICT staff in this programme is described in Section 3.2 of this plan and will also be evident from a number of the individual improvement activities described in Section 3.6.

Between 2001 and 2008 Finance and ICT Services undertook the following service Best Value Reviews:-

- Administration and Exchequer Services
- ICT
- Payments to Employees
- Accountancy
- Internal Audit

The focus of these reviews has been on consultation with customers and benchmarking with other local authorities. Improvement Plans have been prepared as a result of each of these Best Value Reviews.

The Revenues Service was involved in a Shared Services Feasibility Study during 2008. The study demonstrated that a distributed processing model using a single ICT platform would be more efficient than current arrangements. However, the pay back period of around five years means that the initial investment might not be recouped prior to a change to local income tax. Therefore, government funding was sought for the project but has been rejected. The feasibility study did produce some useful benchmarking information to assist managers consider future improvement areas.

APPENDIX - BUDGET INFORMATION

All priorities being addressed in this Plan are being financed from Service Budgets.

For year 2010/11 these are:

Accountancy	£ 848,000
Internal Audit	£ 238,000
ICT	£3,080,000
Payments	£1,275,000
Revenues	£1,493,000

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