

Internal Audit

The use of technology is at the forefront of improvement in services, however this is not without risk. The service is concentrating on the control aspects of introducing E-Government as it believes that only secure technology should be introduced. Internal Audit is examining ways of applying technology to its own operations and to this end is interested in adopting the District Audit's revised auditing software.

- **Risk Management** – we need to look at ways to minimise risk and implement recommendations made by the District Auditor in this area.

The service now applies a risk approach to prioritising its work, the principles involved in this are akin to risk management in the corporate sense and therefore these will assist in the business risk process.

- **Modernising Agenda** - the revised political structure is now in place and a number of interim arrangements are in place.

The introduction of standards and more especially scrutiny into the political arena presents a particular challenge for Internal Audit. The service is assessing how this will impact on the audit function.

- **Other ways of delivering services** – we need to be open to other ways of delivering services if this means lower costs and a better service. This does not always have to be outsourcing but could involve closer working/partnerships with other councils so that we can share knowledge and expertise. This also includes considering the adoption of **Egan Principles**, which set out another approach to working with contractors in delivering council services.

The challenges of E-Procurement, including the implication of the egan principles and the use of purchasing consortia are being examined.

The service already works in a form of partnership with the District Audit within the managed audit approach. The service may also look for support from another partner to facilitate the more technical aspects of computer audit.

South Derbyshire's is an active member of the Derbyshire Audit Group and is involved in a number of joint working arrangements including e-procurement, e-security and automated payments.

3.3 The service related challenges are as follows:-

- **Replacement of Computer Systems** - our computer systems although still functional for our local needs are not capable of meeting the government's E- agenda and therefore there is an urgent need to replace them. The financial suite, including the revenue systems, is the prime requirements for the division.

The service will face a number of daunting tasks involving the documentation of the replacement systems and evaluating the control criteria, this will include the interfacing with other systems and the E-Agenda. The service will need to advise on the proposed replacement Financial Information system.

- **Modernising Agenda** - the revised political structure is now in place and a number of interim arrangements have been established.

There is still a considerable amount of procedural change to be implemented and although the service has been involved in the drafting of both the interim and the new financial procedures there is still a large amount of work to document the changes and assess the control considerations.

3.4 The key opportunities are as follows:-

The service will be in a position to assist in the management of change during a period of rapid transformation of Local Government as we know it. The best value review, corporate governance, new code of audit practice, financial procedures and e-government all present opportunities for Internal Audit to add value to the organisation.

4.0 BEST VALUE

- 4.1 The tables below show how and when the services provided by this Division will be reviewed as part of the Best Value Process

Reviews Underway

Review Title	Completion Date	Services Covered
Finance Services (part of)	Sept 2002	Internal Audit

- 4.2 The key issues stemming from the best value review are as follows:-

The service is affected by Best value in three distinct ways:

- a. The service improvements arising from completed reviews need to be audited and the service/system documentation updated.
- b. Internal Audit acts as a "critical friend" in the Challenge arena and is to be involved in reality checking of certain reviews.
- c. The Financial Services review includes Internal Audit and therefore the service itself is subject to scrutiny.

Internal Audit

5.0 KEY TASKS 2002/03

Corporate Key Tasks

Critical Success Factor	Internal Audit Contribution	Target Date	Key Aim
Put In Place Arrangement for Good Corporate Governance	<input type="checkbox"/> Monitor adherence to member and officer code of practice <input type="checkbox"/> Monitor adherence to financial regulations	Mar 03 Mar 03 Nov 2001	
Implement new Departmental and Service Planning Framework	<input type="checkbox"/> Service Plans to be in place for all Divisions		
Improve Morale	<input type="checkbox"/> In addition to other suggestions set out within this service plan <input type="checkbox"/> Consider with Finance & IT DMT ways of raising morale and showing staff that they are valued <input type="checkbox"/> Ensure feedback on team and individual performance provided to all staff within Audit on a regular basis.	Nov 2001 April 2002	
Improve communication	<input type="checkbox"/> Ensure a system of regular monthly team meetings for Audit staff - Weekly Team Meetings <input type="checkbox"/> Present Service Plan to Internal Audit Staff - Staff have seen plan <input type="checkbox"/> Explore other ways to involve staff in service planning - Their views have been sought	Weekly Dec 01 Mar 02	
Establish training and development plans for employees & members	<input type="checkbox"/> All staff within Audit to have a training & development plan - PDR process	Annual	
Consolidate Arrangements for sound financial management	<input type="checkbox"/> Implement new Financial Information System - Internal Audit to provide advice on necessary controls	March 2003	
Develop Strategic Approach to procurement - Egan Principles	<input type="checkbox"/> Establish corporate group to review procurement strategy incorporating Egan principles <input type="checkbox"/> Implement new procurement strategy	Nov 2002 Mar 03	
Implement Programme of Best Value Reviews	<input type="checkbox"/> Finance Services (Audit)	Sep 02	

Internal Audit

Critical Success Factor	Internal Audit Contribution	Target Date	Key Aim
Develop Strategy to manage Business Risks	<ul style="list-style-type: none"> <input type="checkbox"/> Provide assistance/advice on implementation of DA recommendations from DA study. 	Jul 02	
Revise Financial Regulations	<ul style="list-style-type: none"> <input type="checkbox"/> Produce revised regulation for member approval 	Dec 01	
Make full use of focus groups	<ul style="list-style-type: none"> <input type="checkbox"/> Consider use of employee focus group as part of Best Value Review process 	Mar 02	
Improve on current levels of client satisfaction	<ul style="list-style-type: none"> <input type="checkbox"/> Continue production of monthly finance briefing and collection and monitoring of local service indicators <input type="checkbox"/> Produce half-yearly briefing to all staff/member on work of Internal Audit 	Monthly 6 Monthly	
Implement Absence Management Policy	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to monitor levels of absence within division. Strive to maintain low annual rates of absence 	Ongoing	
Develop and Implement Codes of Conduct for employees and members	<ul style="list-style-type: none"> <input type="checkbox"/> Review proposed revisions to codes and advise accordingly <input type="checkbox"/> Review success of implementation of codes. Annual Fraud and Corruption reviews examine application of codes. 	Aug 02 Dec 02	
Improve Performance	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure monitoring of local indicators/targets <input type="checkbox"/> Identify other indicators that may be pertinent to Internal Audit. Derbyshire Audit Group is to establish more meaningful and S.M.A.R.T audit indicators. 	Ongoing	

Internal Audit

Departmental Key Tasks

Task	Improvements proposed	Target Date	Key Aim
Internal Audit Procedures	<ul style="list-style-type: none"> <input type="checkbox"/> Expand and develop an Internal Audit procedures manual based on Best Practice as identified by CIPFA. <input type="checkbox"/> Consult with Divisional Managers on annual plan <input type="checkbox"/> Submit plan to Finance and Management for Approval – March 2002 	<ul style="list-style-type: none"> Mar 03 Dec 01 Mar 02 	
Audit Plan – implement Internal Audit plan and carry out audit work accordingly	<ul style="list-style-type: none"> <input type="checkbox"/> Routine Duties – look at ways to transfer/delete existing routine duties to enable more time to be devoted to audit work <input type="checkbox"/> Complete all managed audits by end March 2003 <input type="checkbox"/> Complete 75% of routine plan by March 2003 	<ul style="list-style-type: none"> Ongoing Mar 03 Mar 03 	
Report Production	<ul style="list-style-type: none"> <input type="checkbox"/> Keep under review existing format of audit report <input type="checkbox"/> Ensure a system is in place to review the implementation of audit recommendations – six months after issue of final report (excludes managed audit) <input type="checkbox"/> Ensure that all audit reports are issued promptly in draft form within 7 days of completion of testing with final report sent out within 6 weeks after the issue of the draft report. 	<ul style="list-style-type: none"> Mar 02 Ongoing Ongoing 	
Best Value (corporate) –	<ul style="list-style-type: none"> <input type="checkbox"/> look at ways for Internal Audit to add value to the best value process e.g. pre-inspection audit checks <input type="checkbox"/> Internal Audit to carry out at least one reality check on a Best Value review during 2002/3 in consultation with the Policy and Best Value Unit. 	<ul style="list-style-type: none"> Mar 02 Mar 03 	

6.0 PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators

6.1 The table below shows the Best Value Indicators that relate to the service provided within this division.

There are no national indicators.

Local Performance Indicators

6.2 The table below shows the local indicators that the Division has developed to measure its performance.

Local Indicator	Estimate 2001/2	Target 2002/3
Net total cost of Internal Audit per audit day	£210 pd	£210 pd
External Audit Opinion of the Internal Audit function	Satisfactory	Satisfactory
Percentage of the Annual Audit Plan completed in the year	68%	80%
Percentage of agreed audit recommendations implemented	N/A	N/A

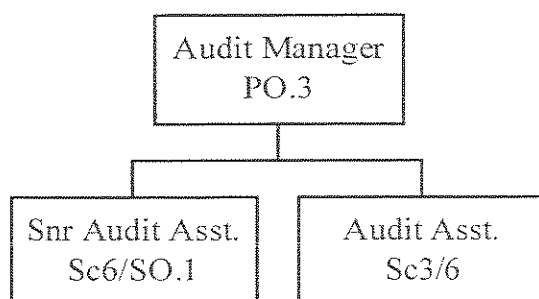
7.0 STAFFING STRUCTURE AND WORK ORGANISATION

7.1 Internal Audit is part of the Finance Division of the Finance and IT Department.

7.2 The section is managed by the Audit Manager - Tony Stamper

7.3 An organisation chart is attached.

S.D.D.C Internal Audit Unit



8.0 OTHER RESOURCES

Revenue Expenditure

There are no direct service costs.

Central Departmental Costs – recharged to committees

The Council has a system of central establishment charges. This means that costs related to this division are charged first to a holding code and then recharged to committees. The table below summarises these costs which are controlled by the head of this unit and then recharged to services.

Division	Gross Spending	Income	Net Spending
Total Central Support Costs - 2001/02	121,810	10	121,800

SERVICE SUMMARY 2001/02 – IT & CUSTOMER SERVICES DIVISION

**IT & CUSTOMER SERVICES DIVISION
SERVICE PLAN 2001/2**

1. Service Description

1.1 The Division has a corporate role, having both internal and external customers and provides IT and administrative services to all departments within South Derbyshire District Council.

1.2 The Division is responsible for:

Co-ordinating the use of IT and achievement of E-Government Targets

- The production review and implementation of E-government strategy.
- Provision of a corporate IT strategy.
- Installation and management of the Internet web site and internal Intranet provision.

Support and Maintenance of IT Systems across the Council

- Implementation and installation of new systems.
- Maintaining and updating existing in-house system.
- Advice and consultancy for customers on new technology.
- Project management for systems implementation.

Maintaining the Council Computer Network and Telecoms Links

- Management of the corporate Email systems.
- Provision of telecommunications, including phones, mobile phones and data links.
- IT Help desk service between 8:00 am and 6:00 p.m.
- Liaising with equipment suppliers to ensure computer equipment is maintained and resolve problems.
- Procurement of computers and other consumables (paper etc).

Central Administrative Services

- Main reception and switchboard.
- Word processing support.
- Secretarial support for individuals and for corporate meetings.
- Post distribution
- Purchasing of corporate stationery etc and invoicing.
- Hot line support for Environmental services.
- Customer complaints procedure.

Printing Services

- including, design and finishing, collation and distribution.

1.3 The services are provided to a wide range of internal and external customers:

- All officers and managers within South Derbyshire District Council
- Members in South Derbyshire District Council
- Citizens Advice Bureau
- Neighbourhood Watch
- Swadlincote Leisure Centre
- Voluntary Organisations such as Swadlincote Writers Group and Peoples Express
- Inland Revenue
- Benefits Agency
- Audit Commission
- Other Councils such as Derbyshire Dales and Derbyshire County Council
- General public, both in person and via electronic means
- Derbyshire IEG partnerships
- Indirect customers include the Depot and weekly paid staff

1.4 While supporting Statutory Services, the Division does not provide any direct Statutory Services. The Division manages the Council's complaints procedure, which relies on the adherence to very strict deadlines.

1.5 The table below shows the strategies for which the Division has lead responsibility.

Strategy	*	Date	Review Period	Next Review
IT Strategy (including telecoms strategy)	D	Jan 2001	Annual	Jan 2002
Implementing E-Government (IEG) Statement	G	July 2001	Annual	July 2002

1.6 The corporate E-government strategy is a new requirement. This is part of the Government's target for all Councils to be able to deliver 100% of their services electronically by 2005.

2. Purpose

2.1 The IT & Customer Services mission statement is as follows:

"To be a forward thinking, flexible and pro-active service providing high quality, value for money services for the benefit of both internal and external customers."

3. Opportunities and Challenges

- 3.1 The government has introduced a range of new legislation and guidance that will have a significant impact on the Council and the IT and Customer Services Division within it. The **Corporate-related challenges** are:-

E-Government - The Division has produced the first Implementing Electronic Government (IEG) statement, which identifies the present position of the Council, and how we will move forward to deliver e-government by 2005. Key objectives include:

- To provide the local community with an effective and useful web site for Council services, leisure and travel information, links to other web sites, both private sector and public and the ability, using on-line forms to communicate directly with us.
- To identify how business processes that deliver services can be re-engineered to provide customers with better, more joined up services.
- To improve the quality of management information.
- To develop joint working and partnership arrangements with other organisations both in the public and private sectors.

Working in partnership – the Council cannot develop IT services and systems in isolation. We need to work in partnership with other authorities and bodies to do this. A start has already been made on this with a County-wide group developing IEG projects and consortium arrangements for a Revenues & Benefits System.

Best Value - The Customer services section is currently under review to investigate how the services are delivered and the possible alternative methods of providing the service. The review is split into two distinct areas, Central and Reception services and Printing services, as these areas have very different challenges and competitive elements to review.

Making the best use of resources - The Division has a major part to play in assisting other departments change the way they work to the benefit of our customers. This together with the use of new technology will enable the Council to move forward towards more effective use of resources. The current IT staff are undertaking training within the next month to allow in-house expertise to be developed particularly in terms of the Internet and Intranet. It is anticipated that the development of a local Intranet will diminish the requirement for paper copies of material and printing costs by making these available on screen.

Delivering better services for Citizens and the resulting cultural change – IT plays an essential role in looking at how we can harness the power of technology to deliver better services to residents. The Government is also likely to provide financial incentives for this. This will mean a lot of change in the way we deliver services that will have an impact on the way many staff in the Division and Council work.

Identifying and Managing risks – currently the Council relies on many legacy systems that have been developed many years ago. These are based on “old” technology and rely heavily on specialist council staff to maintain them. Limited resources have meant that the Council only has limited back-ups for the equipment it uses to operate these computer systems. As part of the programme of system replacement, we will be looking at ways to reduce these risks. These include using more standardised software that is used across many councils as well as making more use of the private sector to manage and maintain the software and equipment needed to deliver those systems.

3.2 The **Service related challenges** are as follows:

Replacement of Corporate server provision – all main Council, including Revenues and Benefits, Financial information, DSO systems, Environment, Housing etc currently run on a corporate server under a contract with Northgate Systems, which ends in April 2003. Work is already underway to plan for the replacement of the server and the systems that reside on it. Replacement of two of the major systems has already commenced. This will require considerable input from IT Services in transferring data between systems and implementing new systems.

Overall Server Requirements – As e-government develops the Council will be seeking to place even greater reliance on IT systems. A comprehensive server audit has taken place. It is apparent that other corporate NT servers are now under specified for the current requirements from departments, and a new hardware infrastructure needs to be implemented and integrated within the existing IT provision in order to provide a suitable basis for the Council to achieve its commitments to E-government.

Replacement of Existing Legacy Software - In previous years, the Council has relied upon internally-written IT systems. Many of these systems are of considerable age, some up to 15 years of age, and although work well, will not be able to cope with the increasing demands placed upon them through e-government. The systems also present a considerable business risk to the Council.

IT Services will therefore be assisting in the process of replacing these system in the negotiations of the contract and the subsequent project management of the implementation of the solution. As much of the existing system provision is in-house written, it is envisaged that a considerable amount of staff resources will be required in order to successfully migrate existing data to the confines of a packaged solution. Estimates of the workload for this and the infrastructure replacement projects are being drafted on an overall project plan to assist in the allocation and management of the existing resources available.

Internet – The Division is responsible for the creation and maintenance of the Council's corporate Web site. This will be relaunched over the next few months with a new design and easier to navigate pages. New features will include the ability to apply for services via e-forms, to allow the public to make customer enquiries and complaints, more interactive links to other web sites, both public sector and private companies and the promotion of local events, organisations and Council services and achievements.

Intranet – this will provide a central electronic store of key council documents that can be accessed easily by staff across the Council and reduce the need for paper copies. It can also be used as a method of promoting departmental achievements and opportunities and to ensure that all members and staff are informed of what is happening with Council wide issues. The Intranet can incorporate some aspects of the web site, allowing those members of staff without web access to benefit from viewing the "public" face of the organisation. This can have a positive effect on the morale of the organisation as they relate more to the overall goals and aspirations of the organisation they work for, and see how their own contribution fits in.

Managing the Culture Change/Business Process Re-engineering – essentially this emphasises the fact that IT will be at the heart of many of the changes that take place within the Council over the next 4 years. E-government presents many challenges to local councils and opportunities to change the way they deliver services to the benefit of local residents. IT has a key role in championing this change and providing the training and support needed for staff and indeed residents to embrace this change.

Printing Services – as IT develops the requirements for printing reduce. There is already pressure on the printing trading account to break-even. As part of the Best Value Review of Customer Services the Council will need to examine a number of ways of addressing this issue.

Customer Services – this division was created during the last reorganisation and is subject to a Best Value Review in 2001/2. The Division is an amalgamation of previous support services divisions. A key challenge is to examine whether the Council has got the balance right between centrally administered services and administrative staff located within divisions. Overall there is a key challenge to reduce wherever possible unnecessary administrative tasks which can be assisted with the introduction of new technology.

3.3 Opportunities

Many of the above challenges should also be viewed as key opportunities. They provide a real opportunity to move the Council's IT and Customer Services provision forward in a way that benefits not only the staff working within the Council but even more important its residents. Some examples are set out below:-

- The Division will over the next few years be investigating how services are provided to internal and external customers and the methods and systems used to provide that level of service.

- This gives a unique opportunity to analyse not only what is done, but how and by whom and will provide the organisation with the ability to quantify services and eliminate duplication throughout departments.
- This corporate view will allow the organisation to streamline its systems provision and allow us to tender for the most competitive suppliers, providing more cost effective solutions.
- For the individual members of staff carrying out the work, it will also provide more focus and definition of their individual roles and allow them to develop in terms of re-training and job enrichment.
- **Best Value** also provides a key opportunity to look at the way we deliver services within IT and Customer Services at present and compare this to how other bodies approach this service provision. We can hopefully then learn some useful lessons that will be to the benefit of our customers.

4. **Best Value**

Completed Reviews

None

Reviews Underway

Review Title	Completion Date	Services Covered
Customer Services (including printing services)	2002	Customer services, including reception, post handling, switchboard, Central services including word processing, secretarial and administrative support (eg. Environmental Health Hot line) Departmental Administrative Support

Reviews to be commenced

Review Title	Start Date (yr)	Services Covered
E-Government	2002	IEG Statement All IT Services (i.e. Network and Systems Support/Help Desk)

SERVICE SUMMARY 2001/02 – IT & CUSTOMER SERVICES DIVISION

5. Corporate Key Tasks

Ref	Critical Success Factor	IT & Customer Services Division	Target
B1	Implement new Departmental and Service Planning Framework	Produce Service Plan	Nov 2001
C2	Improve Communication	Ensure regular meetings with Team Leaders and Managers Proceed with Managers brainstorming meetings for Service Planning	March 2002 Nov 2001
C4	Establish Training and Development plans for staff	All staff in IT & Customer Services to have a current training and development plan	March 2002
D2	E-Government	Implement year 1 IEG action plan Review & update IEG Statement Raise awareness of IEG issues	July 02 July 02 Jan 02
D4	Develop strategic approach to procurement – Egan principles	IT Consultancy provided for the procurement strategy	Feb 2002
E1	Implement Programme of Best Value Reviews	Customer Services IT Services (E- Government)	Jun 02 Mar 03
F1	Make full use of Citizens Panel	Consider use of Citizens panel as part of the Customer Services Best Value review consultation process	Nov 2001
F2	Monitor and review complaints	Provide half yearly reports on complaints Investigate alternative methods of recording customer complaints and feedback	Ongoing March 2002
F4	Improve on current levels of customer satisfaction	Provide quarterly briefing on IT development/progress on IEG matters Monitor help desk statistics and customer feedback Investigate methods of training "super users" in departments to perform first line support	Mar 02 Ongoing
G2	Implement Absence Management policy	Implement Absence Management Policy Reduce overall level of absence within the Division	Nov 01 Ongoing
L2	Improve Performance	Ensure monitoring of national indicators/targets	Ongoing

SERVICE SUMMARY 2001/02 – IT & CUSTOMER SERVICES DIVISION

Service Development Tasks

Task	Improvements Proposed	Target
IT Strategy	Review existing IT Strategy with specific regard to E-government	Jan 2002
Replacement of Corporate Server Provision	Review the existing system architecture and subject to finance, implement new server capacity	Oct 2001 – onwards
Replacement of Legacy existing systems provision	Investigate existing systems migration and/or development and recommend alternatives	Oct 01 – 02
Implementation of new system solutions, both Mainframe and NT server based	Produce in conjunction with customers, requirement specifications, evaluate suppliers, project manage the transition process and provide data migration. Subject to finance, procurement and installation of suitable communications and hardware capacity for the new systems	Oct 2001 – 2005
Internet and Intranet	Evaluate and attend training for selected staff Design, build and implement the SDDC web site, incorporating customer requirements Design, build and implement an internal Intranet service, incorporating information currently on public folders Increase current bandwidth for Internet access	Oct 01 – onwards Feb 01
Promote the use of IT by Members and officers	Provide Member access to Internet/Intranet Promote the use of Internet and Internet via educational workshops and training as required	Nov 2001 Dec 01
Review existing Telecoms provision	Produce systems specification for revised telecom provision Review existing contract and consider alternatives, subject to legal considerations Prepare project plan for implementation	Nov 01 Feb 02
Best Value Review – Customer Services	Re-focus and re-prioritise the service and its work, in conjunction with the BV review and with regard to the changing requirements of other departments Implement proposals from Best Value review	April 02 Nov 01- onwards April 03

SERVICE SUMMARY 2001/02 – IT & CUSTOMER SERVICES DIVISION

On-going Key Tasks

Task	Action	Timescale
IT Strategy	Review Annually	Annual (January)
Corporate Server support	On-going support of servers and communications	On-going
Systems Provision and support	Maintenance of Legacy systems in parallel with implementation of replacement systems and tailoring	On-going
Internet/Intranet	Maintenance and support of Internet web site and internal Intranet site	On-going
Network service	Implement alternative arrangement for internet access Maintenance of network provision and bandwidth	November 2001 On-going
Monitoring of Customer Complaints	Investigate other methods of collecting information and feedback	On-going, but reported twice/year
Customer Services - Printing	Turnaround work in time required by customer Investigate ways to get closer to break-even position in short term	Ongoing March 02
Customer Services	Re-focussing and reprioritisation of the service and job re-evaluation to take into consideration changing requirements	On-going, in conjunction with the Best Value review

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6. **Performance Indicators and Targets**

Best Value Performance Indicators

- 6.1 Although the Division has no direct indicators for its performance, it will have overall responsibility for collating and keeping under review the Corporate Best Value indicator 157. Essentially this focuses on the progress made towards meeting the Government's e-government target.

Local Performance Indicators

- 6.2 The Division will explore the development of performance indicators.

7. **Staffing Structure and Work Organisation**

- 7.1 The IT & Customer Services Division forms part of the Finance and IT Department within South Derbyshire District Council.
- 7.2 The Division is managed by the IT & Customer Services Manager, Lesley Wain and comprises of two major sections, the IT Services section and the Customer Services section.
- 7.3 The IT services section has for some years worked in partnership with another council, Derbyshire Dales for development and support of some of the major legacy systems. In addition the mainframe supply and support is contracted out to Northgate systems, whose contract runs until April 2003.
- 7.4 The Customer services section works in partnership and in some cases provide services for local services such as Citizen Advice Bureau, Swadlincote Leisure centre, Voluntary organisations, Inland Revenue and Audit commission.
- 7.5 The Government's E-Government agenda will involve more partnership working with both other Councils and private sector organisations. Currently the Division is involved with the Derbyshire IEG group, a group formed with representation from all of the councils in Derbyshire with a view to finding co-operative ways of working and sharing systems and resources.
- 7.6 An organisation chart is attached at Annexe A.

8. **Other Resources**

8.1 The budgets, both Corporate and Departmental held by the IT & Customer Services Division are as follows:

Revenue Expenditure

The table below shows the committee spending controlled by the Head of this Division.

Division	Gross Spending	Income	Net Spending
Total Committee Costs	350	-	350

Central Departmental Costs – recharged to committees

The Council has a system of central establishment charges. This means that costs related to this division are charged first to a holding code and then recharged to committees. The table below summarises these costs which are controlled by the head of this division and then recharged to services.

Division	Gross Spending	Income	Net Spending
Total Central Support Costs	1,467,800	640	1,467,160

These costs are set out in more detail in Annexe B.

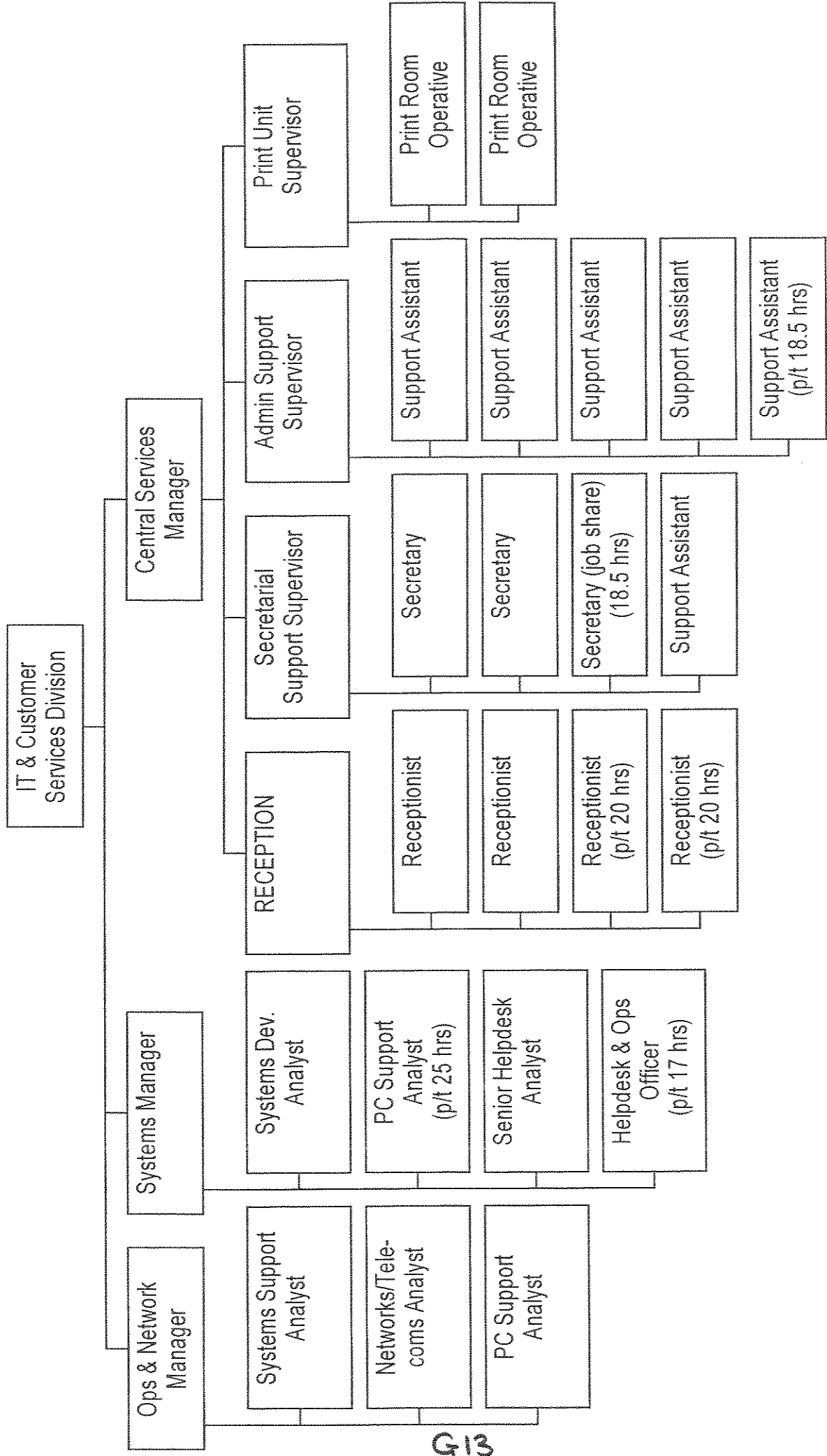
Capital Expenditure

The Capital Programme includes provision of £100,000 for the replacement of the Council's Financial Information System.

IT Customer Services

Budget Head	Total Budget	Income	Net Budget	Service Area
KH5	350		350	Civil Marriages
	350	-	350	Total Committee Budgets - IT & Customer Services
RRY	376,750	-	376,750	IT
RYY	410,680	-	410,680	Customer Services
SCA	13,560	-	13,560	Central Stationery
SCB	56,080	320	55,760	Central Postage
SFA	261,750	-	261,750	MDIS Mainframe
SFB	220,780	-	220,780	PC Admin/Maintenance
SFC	27,320	-	27,320	E-Communications
SFD	17,780	-	17,780	Map Info GIS
SFE	83,100	320	82,780	Central Telecoms
	1,467,800	640	1,467,160	Total Central Support Budgets - IT & Customer Services

IT & CUSTOMER SERVICES DIVISION



**POLICY AND BEST VALUE DIVISION
SERVICE PLAN 2002/03**

1.0 SERVICE DESCRIPTION

1.1 The Division is responsible for:-

- **managing the delivery of the Council's Best Value programme including the production of the Best Value Performance Plan**

Best Value requires the Council to

- * continually improve the way in which services are delivered in terms of economy, efficiency and effectiveness
- * consult local people about services and how well they are provided
- * monitor performance and set targets
- * fundamentally review all services over a five year period
- * publish an annual Best Value Performance Plan (BVPP).

The BVPP sets out the Council's record of delivering local services along with future plans and priorities. The Plan has to be published by 31 March each year together with a Summary which is provided to all households, local businesses and voluntary sector organisations in the district (about 35,000 copies in total).

The Council's external auditors (District Audit) audit the Plan and the Council must respond to any recommendations within a prescribed period.

The 5 year programme for reviewing services is set out in the BVPP and is reviewed annually in the light of progress and guidance from the Audit Commission. To date, 5 Reviews have been completed and a further 18 are planned.

The Division works with the corporate Best Value Working Group to produce guidance to Review Teams (such as the Best Value Framework document) and, subject to the availability of resources, may provide help with research, consultation, benchmarking etc. Support is also provided to Review Teams during the inspection process. So far, 3 service areas have been inspected with mixed outcomes.

- **developing and co-ordinating the Council's performance management framework**

Performance management is central to Best Value and continuous improvement in service provision. Over the past year, the Division has contributed to the strengthening and development of the Council's performance management framework by:

- * helping to produce the Council's first Corporate Plan (and Departmental Plans)
- * devising and piloting a new 'template' for Service Plans
- * overhauling arrangements for the collection, monitoring and publication of the national suite of Best Value and Audit Commission performance indicators

Looking ahead, the Division's contribution will focus on:

- * monitoring the implementation of the Corporate Plan and providing regular reports to the Corporate Management Team and Members
- * co-ordinating the monitoring and production of Service Plans
- * continuing to improve arrangements for collecting, monitoring and reporting performance indicator information (including making better use of IT systems)

- **developing and co-ordinating corporate and service policies and strategies and monitoring their implementation. This role has number of aspects including:**

- * the provision of data and/or advice on sources of data
- * advice on survey and other analytical techniques
- * help with policy and strategy formulation, especially with linkages to local, regional and national priorities
- * advice on the development of local indicators of performance

The Division is also responsible for a number of specific policy areas such as equal opportunities, service quality, consultation and community planning.

- **supporting and co-ordinating arrangements for consultation.**

The Best Value regime has placed greater emphasis on consultation with local people, service users, the business community and partners in the public, private and voluntary sectors about service provision. The responsibilities of the Division include:

- * ensuring that the Council's consultation strategy remains up to date and relevant
- * providing advice on consultation tools and techniques

- * working with other Derbyshire authorities (including the Police and the Fire Service) to establish a joint approach to consultation
- * supporting the South Derbyshire Citizens' Panel and promoting its use through the organisation

- **developing a Community Strategy for South Derbyshire**

The Local Government Act 2000 gives the Council new powers to promote or improve the economic, social or environmental well being of the area. This is linked to the duty to prepare a Community Strategy with a 'local strategic partnership' and to fully involve local people in the process.

The role of the Division is to:

- * ensuring that Members and employees are aware of the new powers
- * facilitate the establishment of a local strategic partnership
- * co-ordinate the preparation of the Strategy, including input from the various Council departments as well as and external stakeholders
- * ensure that the requirements for consultation are met

The Division is also contributing to the development of a county-wide Community Strategy through the Derbyshire Partnership Forum.

- **helping to develop the new scrutiny function and providing policy related support to the Council's Overview and Scrutiny Committees.**

This has two aspects:

- * the provision and co-ordination of reports on Best Value Reviews and other Best Value matters
- * help with policy development and other issues referred to Overview and Scrutiny (e.g. research, analysis of data, report writing etc.)

- 1.2 It is evident from what has been said already that Division provides services (either directly or indirectly) to a wide range of internal and external **customers**. They include local people, service users, public, private and voluntary sector organisations, employees in other Divisions and members of the Council.
- 1.3 Best Value, the development of a community strategy and the provision of arrangements for Overview and Scrutiny within the Council's constitution are **statutory duties** and are linked to good corporate governance. Other divisional responsibilities are discretionary.

1.4 The Division is responsible for producing the following strategies and plans.

Strategy	*	Date Produced	Review Period	Next Review
Best Value Performance Plan	S	March 2001	Annual	March 2002
Community Strategy	S	March 2003 (target)	TBA	TBA
Corporate Plan	D	November 2001	Annual	Summer 2002

1.5 In addition, the Division has (or will be making) a specific contribution to those listed below as well as providing general advice on strategy/plan preparation.

Strategy	*	Date Produced	Review Period	Next Review
Asset Management Plan	D	July 2001	Annual	July 2002
Capital Strategy	D	July 2001	Annual	July 2002
Cultural Strategy	S	April 2002 (target)	Three years	April 2005
Implementing E-Government Statement	D	July 2001	Annual	July 2002
Crime and Disorder Strategy	S	April 1999	Three years	April 2002
Housing Strategy	D	July 2000	Three years	July 2003

* Denotes whether a plan is Statutory (S) or Discretionary (D)

2.0 PURPOSE

2.1 The overall aim of the Division is to support, and contribute to, the provision of cost effective, customer focused services which respond to changing needs and improve the well being of the community.

2.2 Specific objectives comprise:

- to help managers to secure continuous improvements in the quality and efficiency of their services through Best Value processes and performance management
- to support the development and implementation of arrangements for corporate and service planning (including helping to identify new challenges and opportunities that services will need to address)
- to contribute to the development and co-ordination of corporate and service policies and strategies

- to ensure that local people and other stakeholders are involved in choices about services and local priorities
- to promote equality of opportunity in service provision
- to work with the local community and partners in the public, private and voluntary sectors to develop and deliver a Community Strategy for South Derbyshire
- to contribute to the development of effective arrangements for Overview and Scrutiny

3.0 OPPORTUNITIES AND CHALLENGES

3.1 The Division faces a number of challenges and opportunities as a result of national, regional and local drivers for change. The main ones are summarised below:

3.2 The **Corporate Related Challenges** that impact on the work of the Division are as follows:-

- **Community Strategy** - there is a need to establish effective mechanisms (both internal and external) for the development and delivery of the Community Strategy which will ultimately shape the development of services and drive corporate and service planning processes
- **Council Finances** - the Council has limited resources. Meeting the needs and aspirations of service users will require creativity and innovation as well as hard choices about levels of service delivery. The new arrangements for corporate and service planning will help with decisions of this nature and support the **management of change and risk** within the organisation.
- **Best Value** - although the Council's approach to Best Value is now well established, many services have not yet reached the required quality, cost and efficiency targets. They will require guidance and support from the Division to achieve this.
- **New Audit Code of Practice** - the external auditors will now pay more attention to the Council's arrangements for performance management as a result of the new code.
- **E-Government** - this offers the opportunity of providing services to customers in new and potentially more efficient ways. The challenge will be to ensure that people who do not have access to IT facilities are not disadvantaged.

- **Corporate Governance** - the fundamental principles of good corporate governance are openness, integrity and accountability. The challenge will be to ensure that these principles are reflected in the Council's relationship with the local community, in service delivery arrangements, in structures and processes, and in the conduct of councillors and employees. The Division will have a role in facilitating and supporting this approach.

3.3 The **service related challenges** are as follows:-

- providing a reliable and responsive service to customers, especially internal customers requiring help with Best Value and policy related issues
- continuing to improve arrangements for collecting, monitoring and reporting performance indicator information (including making better use of IT systems)
- establishing robust arrangements to help the Council to respond to new policy initiatives from Government and partners
- providing up to date and relevant guidance to Best Value Review Teams
- developing an effective consultation strategy
- supporting the emerging overview and scrutiny role

Opportunities

3.4 Most of the challenges identified in the previous sections will provide important opportunities to develop and deliver more customer focused and cost effective services. Best Value provides an important catalyst for change. The Corporate Plan and Service Plans will support this process.

4.0 BEST VALUE

4.1 The tables below show how and when the services provided by the Division will be reviewed as part of the Best Value Process

Completed Reviews

None

Reviews Underway

None

Reviews to be commenced

Review Title	Start Date (yr)	Services Covered
Community Planning	April 2003	Development of the Community Strategy, promotion of 'well being', community involvement, partnership working, linkages to regeneration, community safety, measures to address social exclusion etc.
Corporate Planning and Communications	April 2004	The development, implementation and monitoring of corporate policy including performance management.

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5.0 KEY TASKS 2002/03

Corporate Key Tasks

Ref.	Critical Success Factor	Action	Timescale
A1	Put in place arrangements for good Corporate Governance	Establish a framework and timescales for implementation based on CIPFA and SOLACE guidance.	June 2002
B1	Implement the new Departmental and Service Planning framework	Corporate Plan approved by Council and monitoring arrangements in place. Service plan in place for the Division.	December 2001
B2	Develop the South Derbyshire Community Strategy	Establish timetable and arrangements for preparing the Community Strategy Finalise the Strategy	March 2002 March 2003
B3	Review number and scope of existing service related plans and strategies	Devise and co-ordinate the process	March 2002
B4	Strengthen guidance on the 4 Cs (compare, consult, challenge and compete)	Update South Derbyshire Best Value Framework document and review/revise specific guidance on the 4Cs	March 2002
C1	Improve morale	Use the PDR process to support employee development. Monitor Best Value Review to ensure that 'front line' employees are included in the process.	March 2002
C2	Improve communication with employees	Establish regular team meetings. Support corporate initiatives to improve communication with employees (e.g. produce articles for 'Inside Out')	On -going April 2002
C3	Support and promote team working	See C2 above.	On -going April 2002