

To: POLICY AND RESOURCES (FINANCE) SUB-COMMITTEE	Subject: FINANCE DEPARTMENT SERVICE IMPROVEMENT PLAN 2003-06: MONITORING REPORT
From: DIRECTOR OF FINANCE	
Date: 3 MAY 2005	Ref: JV/LM

## 1 Introduction

- 1.1 The purpose of the report is to update Committee with details of progress towards achievement of the actions identified in the Finance Department Service Improvement Plan 2003-06.

## 2 Background

- 2.1 The Service Improvement Plan was approved by Committee in January 2004.
- 2.2 The Plan set out the aims of the Department to 31 March 2006 and identified how these aims would assist the Council in addressing its corporate priorities. It highlighted a number of Key Actions to be tackled during 2004/05 to fulfil the strategic aims.
- 2.3 The report to Committee on the Service Improvement Plan 2004-07 in January 2005 outlined what had been achieved to the end of September 2004 and provided details of action planned to the end of March 2005. This report completes the process and describes action taken during the full year to 31 March 2005.

## 3 Progress Report

- 3.1 The Finance Department identified 36 Key Actions to be carried out during 2004/05.
- 3.2 The attached report demonstrates that the Finance Department has successfully completed the tasks set out in the Service Improvement Plan for 2004/05.
- 3.3 Action is required during 2005/06 to make further progress within certain of the key tasks. This will be reported to Committee during the year as part of the monitoring process of the Service Improvement Plan 2004-07.

## 4 Recommendation

- 4.1 It is recommended that Committee:

Notes the implementation of the Finance Department Service Improvement Plan 2003-06.



Director of Finance

## DETAILED KEY ACTIONS 2004/ 2005

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
1.	Implement the new Prudential arrangements for capital finance	<p>April 2004</p> <p>March 2005</p> <p>Per Accounting Calendar</p> <p>September 2004 - March 2005</p> <p>June 2004 – March 2005</p>	<ul style="list-style-type: none"> <li>• Compliance with CIPFA's Prudential Code for Capital Finance in Local Authorities</li> <li>• Assistance with the implementation of corporate Asset Management Plans</li> <li>• Review and update of Capital Investment Plans</li> <li>• Identification of appropriate indicators for proving that Treasury Management decisions are taken in accordance with professional good practice</li> <li>• Development of option appraisal techniques to demonstrate value for money in the use of the Council's capital resources</li> </ul>	<ul style="list-style-type: none"> <li>• Mandatory Prudential Indicators 2004/05 to 2006/07 calculated and incorporated within Treasury Strategy Statement, 2004/05 approved by P&amp;R (Finance) sub-committee March 2004</li> <li>• Note illustrating compliance with requirements of Code completed and reviewed by Audit Scotland</li> <li>• CIPFA guidance as at October 2004 reviewed to ensure continued compliance with Code</li> <li>• Mandatory indicators fully reviewed and rolled forward one year</li> <li>• Mandatory and local indicators 2005/06 to 2007/08 reported to January 2005 meeting of P&amp;R (Finance) sub-committee</li> <li>• Corporate Asset Management Planning Working Group drafted phase 1 of the Asset Management Plan, which has now been considered by the Capital Planning Group.</li> <li>• 2005/06 Capital Programme approved in February 2005</li> <li>• Draft 2006/07 and 2007/08 capital investment plans prepared for approval during 2005/06</li> <li>• Annual and quarterly indicators suitable for proving decisions taken in accordance with good practice identified and included within relevant committee reports</li> <li>• 6 new local indicators regarding Treasury management incorporated within report approved by P&amp;R (Finance) sub-committee in January 2005</li> <li>• An option appraisal working group established to develop a methodology for consideration by the Capital Planning Group</li> <li>• Option appraisal techniques piloted for development of the capital programmes for 2006/07 and 2007/08</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
		June 2004 – March 2005	<ul style="list-style-type: none"> <li>• Reporting of performance against indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Comparison of estimated and actual indicators for 2003/04 presented to September Committee, illustrating that the requirements of the Code were satisfied</li> <li>• Mechanisms in place for monitoring indicators, with reports regarding performance against 2004/05 indicators illustrating compliance with the Code.</li> </ul>
2.	Complete the Council's Budget for 2005/06 and outline budgets for 206/07 and 2007/08, reflecting the outcome of Spending Review 2004 and the local government finance settlement for 2005/06	<p>December 2004 – January 2005</p> <p>December 2004 – February 2005</p> <p>December 2004 – March 2005</p> <p>December 2004 – March 2005</p>	<ul style="list-style-type: none"> <li>• Details of 3-year grant funding provided to Council</li> <li>• Preparation of the Budget for 2005/06 and indicative spending totals for 2006/07 and 2007/08</li> <li>• Commencement of preparation of the Council's 3-year Financial Plan following approval of the Council's Budget (target date for completion June 2005)</li> <li>• Framework for service planning and budgeting reviewed to ensure that the Council's plans are linked to available resources</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed and reported to Committee the impact of Spending Review 2004 and the Local Government Financial Settlement for 2005/06 to 2007/08</li> <li>• Budget for 2005/06 approved, February 2005. Detailed Revenue Estimates 2005/06 volumes completed.</li> <li>• Work commenced on financial strategy for 2006/07 and 2007/08</li> <li>• Commenced review of current Financial Plan. Figures updated for 2005/06. Preparations underway for inclusion of information for 2006/07 and 2007/08</li> <li>• Departmental Budgets and Service Improvement Plans submitted together to service committees</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
3.	Continue to develop financial controls and reporting arrangements	April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Maintenance of an effective system of financial stewardship demonstrated by:               <ul style="list-style-type: none"> <li>• Regular monitoring reports to CMT and Council</li> <li>• Sound financial processes and procedures</li> <li>• Clean audit certificate</li> <li>• Avoidance of major criticism of financial systems in the External Audit Statement of Internal Control and Internal Audit annual opinion on internal controls</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Finance Officers Working Group review of "Scheme of Financial Delegation" completed</li> <li>• Monitoring reports submitted in line with agreed timescales</li> <li>• Clean audit certificate achieved for 2003/04 Accounts</li> <li>• Satisfactory reports received from internal and external audit</li> <li>• Accounting Code of Practice requirements for 2004/05 Accounts reviewed</li> <li>• Year-end accounting guidelines issued to departments</li> </ul>
4.	Assist Departments in the development of external funding opportunities, including through partnership working	April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Continuing support for departmental initiatives, including:               <ul style="list-style-type: none"> <li>• Planning &amp; Environment</li> <li>• Education</li> <li>• Housing &amp; Property</li> <li>• Community Services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing support as required. Accounting Teams maintain contact with departmental finance teams to ensure that issues are identified and dealt with.</li> <li>• Successful completion of Collection &amp; Education bid 2004/05 to 2019/20 totalling £52.3m</li> <li>• Disposal bid at a combined value of £605m with SLC. Outline Business Case submitted to Scottish Executive. Provided assistance in the evaluation of waste strategy tender submissions</li> <li>• Assisted in progressing Lanarkshire Biomass project and Ravenscraig Greenlink project through active participation in working groups</li> <li>• Provided financial advice and assistance to progress the Education 2010 PPP project</li> <li>• Established monitoring and accounting arrangements for the Scottish Executive Energy Efficiency initiatives. Monitored bids against the Fund.</li> <li>• Provided assistance to develop Outline Business Case for office and business development</li> <li>• Assisted in the development of the Regional SportScotland centre of excellence</li> </ul>

Key Actions		Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
5.	Analyse the Council's grant position to support the Council's case for a fair share of central government funding	<p>April – July 2004</p> <p>September 2004 – January 2005</p> <p>Per Review timetable</p>	<ul style="list-style-type: none"> <li>• Preparation of Council's submission and input provided to COSLA's submission to Spending Review 2004</li> <li>• Assessment of impact of SR2004 on the Council's financial planning strategy</li> <li>• Preparation of Council's submission and input provided to COSLA's submission to the independent review of local government finance</li> <li>• Contribution to national working groups on local government funding arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Input submitted to COSLA, including funding for deprivation. Additional funding for deprivation received via the Community Regeneration Fund</li> <li>• 2005/06 Budget approved, February 2005</li> <li>• Review of Chancellor's and Scottish Executive announcements to assess impact on NLC budget decisions</li> <li>• Conducted research to prepare Council's response to the consultation document issued by the Local Government Finance Review Committee (deadline April 2005)</li> <li>• Membership of COSLA and COSLA/SE working groups</li> </ul>
6.	Contribute to the Council's approach to developing effective and sound arrangements for corporate governance and risk management	<p>March 2005</p>	<ul style="list-style-type: none"> <li>• Evaluation of the impact of Risk Management as a means of reducing the insurance costs of the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Best Value service review on Insurance Risk Management approved by Committee. Implementation of Action Plan commenced</li> <li>• Development of model linking departmental charges for insurance to the number and value of claims incurred</li> <li>• Conducted a series of meetings with departmental management teams on insurance/risk management issues</li> </ul>
		<p>April – July 2004</p> <p>May 2004</p>	<ul style="list-style-type: none"> <li>• Communications framework to improve the provision of risk management information to departments established and implemented</li> <li>• Internal Audit to undertake independent assessment of the adequacy and effectiveness of and extent of compliance with the Council's Code of Corporate Governance, including risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management CWG remit includes communication on risk management issues</li> <li>• Arrangements made to re-launch Insurance Risk Management Working Group to include provision of information on claims and risk management to departments</li> <li>• Work undertaken in accordance with approved annual plan sufficient to support the necessary opinions on internal control and corporate governance required to be provided by the Council's Audit Manager</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Internal Audit to work with the Corporate Risk Management Working Group to facilitate the development of risk management across the authority</li> </ul>	<ul style="list-style-type: none"> <li>• 7 seminars on risk management provided to Departmental staff</li> <li>• Audit Manager working with Group to ensure progress against approved action plan</li> </ul>
7.	Continue to develop the Insurance service	September 2004  September 2004  July 2004	<ul style="list-style-type: none"> <li>• Evaluation of the potential for self-funding of liability insurance</li> <li>• In-house claims handling undertaken for certain categories of claims to an agreed limit</li> <li>• Charter Mark for the Insurance service achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Notification of premiums for 2005/06 by insurers indicated that self-funding would not be cost effective in the current insurance market</li> <li>• New structure approved by Committee and training carried out. Arrangements in place to commence in-house claims handling from 1/4/05</li> <li>• Charter Mark achieved with 63 out of 65 criteria fully compliant. Action Plan in place to address the 2 areas of partial compliance</li> </ul>
8.	Review and update Business Continuity management processes	July 2004	<ul style="list-style-type: none"> <li>• Service procedures updated to reflect current systems and operational practice</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Registers completed, identifying departmental priority risks</li> <li>• Risk Control Documents prepared for major risks</li> <li>• Business Continuity Plans identified for key areas</li> </ul>
9.	Support the implementation of the Council's Best Value Action Plan	Per corporate Best Value Implementation Plan          June 2004	<ul style="list-style-type: none"> <li>• Development of processes to ensure that the financial aspects of the statutory duty of Best Value are considered and implemented:               <ul style="list-style-type: none"> <li>• Trading Accounts</li> <li>• BV Audit preparations</li> <li>• Service reviews</li> </ul> </li> <li>• Development of departmental Performance Management Framework</li> <li>• Contribution to national working groups on best value arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Trading Accounts for 2003/04 completed for relevant services. Questionnaire issued to departments to review decisions on services to be defined as trading operations</li> <li>• Identified impacts on the finance function of BV statutory duty and action required commenced</li> <li>• Revised performance reports presented quarterly to Committee</li> <li>• Membership of sub-groups of CIPFA Directors of Finance Best Value Working Group</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
10.	Support the implementation of Community Planning and partnership working	March 2005  March 2005	<ul style="list-style-type: none"> <li>• Identification of the financial issues arising from the Local Government In Scotland Act with regard to Community Planning and the Power to Advance Well-Being:               <ul style="list-style-type: none"> <li>• Production of Community Planning budgets in conjunction with partner agencies on behalf of North Lanarkshire Partnership (Final report to Scottish Executive, September 2005)</li> <li>• Commence development of a financial framework for Community Planning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Budgeting pilots continuing following Scottish Executive favourable assessment</li> <li>▪ Completion of Chronic Disease Management pilot; outcomes reported to Scottish Executive and NLP Board</li> <li>▪ Continuation of Routes to Economic Inclusion pilot (end date September 2005)</li> </ul>
11.	Assess possible implications of introduction of the euro	Based on potential Referendum date	<ul style="list-style-type: none"> <li>• Establishment of a contingency plan for the introduction of the euro</li> <li>• Identification of implications for Treasury Management</li> </ul>	<ul style="list-style-type: none"> <li>• Action delayed pending government action on the possible date of a referendum on joining the EMU</li> <li>• Information regarding implications obtained requires updating following possible referendum</li> </ul>
12.	Further develop Treasury Management Arrangements	September 2004 – March 2005	<ul style="list-style-type: none"> <li>• Existing Treasury Management practices updated to ensure continued compliance with CIPFA Code of Practice on Treasury Management</li> </ul>	<ul style="list-style-type: none"> <li>• Approx. 90% of practices and procedures updated to ensure compliance with Codes of Practice and reflect links with other Accounting systems</li> </ul>
		April 2004  March 2005	<ul style="list-style-type: none"> <li>• Enhanced cashflow reporting tools to provide more effective cash management</li> <li>• Reduction of investment portfolio by £20m to reflect appropriate debt rescheduling opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Cashflow management improved following incorporation of additional details regarding items of income and expenditure.</li> <li>• Target revised. Instead of reducing investments by £20m, aim to achieve full year interest savings of £750K from 2005/06 onwards</li> <li>• PWLB loans of £17m replaced saving interest (loan not annuity) of £336K in 2004/05 and £527K from 2005/06 onwards. Actual interest savings of £700K achieved for 2005/06</li> <li>• Additional rescheduling opportunities investigated but discarded due to inappropriate market conditions</li> </ul>

Key Actions		Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
13.	Further develop the Internal Audit service	April 2004  July 2004  June 2004	<ul style="list-style-type: none"> <li>• Actions implemented to ensure compliance with the revised CIPFA Code of Practice on Internal Audit in Local Government</li> <li>• Action Plan prepared and implemented to achieve selected external quality accreditation</li> <li>• Review of Council's current reporting arrangements for Internal Audit, consideration of future options and report to the Chief Executive's Audit Group</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Scotland independent assessment shows high degree of compliance with the Code and authority in top quartile (Band 1) in Scotland</li> <li>• Progressing actions with a view to securing Chartermark accreditation</li> <li>• Paper prepared for Chief Executive's Audit Group and CMT setting out options in light of recent CIPFA guidance on audit committee principles</li> </ul>
14.	Implementation of e-procurement systems	April 2004 – June 2004  April 2004 – March 2005  March 2005	<ul style="list-style-type: none"> <li>• Roll-out of Purchase Order processing to all departments completed</li> <li>• Plan produced for a phased introduction of e-procurement to departments</li> <li>• Examine scope for enhanced purchasing power through a collaborative approach to e-procurement with abc partners</li> </ul>	<ul style="list-style-type: none"> <li>• Completed except for parts of Community Services and Education which will be direct to the new PECOS system.</li> <li>• Meetings held with CAP GEMINI to discuss plan of action. Project launch on 13 April for S&amp;RA exercise.</li> <li>• Member of several ABC/Other Local Authority working groups. New procurement section looking at areas of potential savings.</li> </ul>
15.	Continue to monitor and improve performance of payments to creditors	April 2004 – March 2005  April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Target of 85% of invoices paid within 30 days achieved</li> <li>• 100% of invoices paid within 4 days of receipt by Creditors section</li> <li>• Procedures reviewed to increase use of modern electronic means of processing and payment</li> </ul>	<ul style="list-style-type: none"> <li>• Average of 78% (prior Year 77%) achieved.</li> <li>• 99% achieved.</li> <li>• Ongoing review being carried out. Improvements to the means of data collection identified and tested regarding Date Received.</li> </ul>
16.	Tender for Car Lease scheme	January 2004 – June 2004	<ul style="list-style-type: none"> <li>• Tender for car leasing issued, evaluated and awarded</li> </ul>	<ul style="list-style-type: none"> <li>• Contract extended until May 2005. Notice of tender published in European Journal. Returned tenders currently being evaluated.</li> </ul>



	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
17.	Continue to develop the Payroll service	<p>April 2004 – March 2005</p> <p>April 2004 – March 2005</p> <p>April 2004 – March 2005</p>	<ul style="list-style-type: none"> <li>• Payroll system upgraded to handle major changes and initiatives, including Job evaluation and single status</li> <li>• Dispensation negotiations undertaken with Inland Revenue and agreement implemented</li> <li>• Increased automation of payroll processes and review of procedures to ensure full and efficient use of payroll system functionality.</li> </ul>	<ul style="list-style-type: none"> <li>• No data forthcoming from Job Evaluation &amp; Single Status projects.</li> <li>• New version of payroll software received and new version successfully installed on test system.</li> <li>• Negotiation on Dispensation completed with 100% agreement.</li> <li>• Combined Compliance /Audit/ Health Check/ Dispensation report circulated and fully implemented. Practitioners summary preparation begun.</li> <li>• Negotiations ongoing with consultant for preparation of Users Guide.</li> <li>• Continued progress on EDI Module and Joint working with Personnel Services.</li> <li>• Sick Pay Module fully implemented on several payruns. Personnel Services part of Sickness Module still awaiting finalisation prior by Personnel for joint testing. Payroll test plan in place.</li> <li>• Annual returns programmed received, tested, implemented and successfully used.</li> </ul>
18.	Improve in-year collection for Council Tax	April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Council Tax collection rate increased to 93.5%</li> </ul>	<ul style="list-style-type: none"> <li>• Collection of 93.7% (approximate subject to finalisation of abstract closure) (93.2%) 2003/04.</li> </ul>
19.	Improve in-year collection for Non Domestic rates	April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Non Domestic rate collection increased to 95.2%</li> </ul>	<ul style="list-style-type: none"> <li>• Collection of 95.5% (approximate subject to finalisation of abstract closure) (94.8%) 2003/04.</li> </ul>
20.	Continue to review Sundry Debtor function to maximise efficiency and effectiveness	April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Review of procedures to improve service delivery and collection rates</li> </ul>	<ul style="list-style-type: none"> <li>• User groups departmental meetings, and training undertaken to increase awareness.</li> </ul>

Key Actions		Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Determination of collection targets for recovery of sundry debts and introduction of performance monitoring procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental meetings reviewing general performance.</li> </ul>
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Procedure established for debt write-off arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing periodic review with departments of collection re-accounts write-off.</li> </ul>
21.	Review and revise processes to accommodate changes to collection procedures introduced by the Debt Arrangement Scheme (Scotland)	April 2004 – September 2004	<ul style="list-style-type: none"> <li>• Changes implemented in accordance with the legislation</li> </ul>	<ul style="list-style-type: none"> <li>• No changes necessary but staff trained on DAS and reviewing in an –on-going basis.</li> </ul>
		April 2004 – September 2004	<ul style="list-style-type: none"> <li>• Collection performance monitored to assess impact of the legislation</li> </ul>	<ul style="list-style-type: none"> <li>• No take-up of scheme by debtors and no evidence of effect on collection.</li> </ul>
22.	Review payment "hot line" pilot with Contact Centre	April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Maximisation of use of payment facility and easy access for customer</li> </ul>	<ul style="list-style-type: none"> <li>• This facility has been extensively advertised with continuing usage by the public.</li> </ul>
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Assessment of the success of the pilot and possible future implications for methods of improved access to services and service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Assessed the advantages of 24Hr automated telephone payments and Intranet, and will introduce the facility.</li> </ul>
23.	Support NL Direct initiatives to improve public access to services	April 2004 – June 2004	<ul style="list-style-type: none"> <li>• Examination of requirements for further phase of development for Customer Contact Centres/First Stop Shops</li> </ul>	<ul style="list-style-type: none"> <li>• Phase II of e:Nquiry. Back Office integration implemented for User Acceptance. Web facing version development nearing completion.</li> <li>• MGF3 Drawdown bid completed and submitted to Scottish Executive</li> <li>• NLC successful in award of significant monies from MGF3 fund.</li> </ul>
		April 2004 – June 2004	<ul style="list-style-type: none"> <li>• Investigation into implications of Citizens Account</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully negotiated purchase of Multi-View software from supplier to aid creation of Citizen's Account.</li> </ul>
		April 2004 – August 2004	<ul style="list-style-type: none"> <li>• Implementation of electronic hub in support of Multi-channel transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully implemented for support of back-office integration between Repairs module of HSMS and Flare Environmental Health System.</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
24.	Assist Departments in identifying and taking advantage of new technology solutions	April 2004	<ul style="list-style-type: none"> <li>Revised Account Management role introduced</li> </ul>	<ul style="list-style-type: none"> <li>Corporate ICT Working Group updated re. Account Management Role. Responsibility changes currently being implemented within IT Services.</li> </ul>
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>Departments supported to achieve government targets on Electronic Service Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Continued support to departments on the delivery of electronic services delivery targets through regular meetings and demonstrations of various technologies.</li> <li>Blackberry mobile devices being piloted as front-end to e:Nquiry2 for Community Wardens.</li> <li>Supplier demonstrations of new technologies have taken place</li> </ul>
25.	Implement the Council's ICT Strategy	April 2004 – July 2004  August 2004 – September 2004  October 2004  November 2004 – December 2004  April 2004 – March 2005	<ul style="list-style-type: none"> <li>Liaison with Departments re. ICT Projects requirements</li> <li>Co-ordination / collation of Corporate ICT Projects List</li> <li>Revision of Corporate ICT Development Plan</li> <li>Presentation of Corporate ICT development plan for 2005/06 to Corporate ICT Strategy group and Corporate Management team</li> <li>Implementation of the Council's approved ICT development Plan for 2004/05</li> </ul>	<ul style="list-style-type: none"> <li>Liaised with departments re. determining additional projects for consideration re. inclusion in Corporate ICT Development Plan.</li> <li>Co-ordinated/collated new project requirements for inclusion in Corporate ICT Development Plan.</li> <li>Revised Corporate ICT Development Plan produced in Feb 05</li> <li>Revised Corporate ICT Development Plan presented to CICTSWG in Feb 05. Presented and approved at Corporate Management Team in Mar 05.</li> <li>29 projects completed from Oct 04 to Feb 05</li> </ul>
26.	Implement the ICT Security Policy	April 2004 – March 2005          April 2004 – June 2004	<ul style="list-style-type: none"> <li>Assistance provided to departments for production of Business Continuity Plans</li> <li>Investigation into the introduction of Corporate User Access system after establishing new desktop operating system (XP)</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of departmental BCP now responsibility of Corporate Risk Management Group. IT continues to provide advice and guidance where appropriate.</li> <li>IT Risk Register updated.</li> <li>Continual update of IT Continuity plans</li> <li>Completed</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
27.	Implement Quality Management System	July 2004 – September 2004	<ul style="list-style-type: none"> <li>Review of Quality Management System, associated standards and development methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Agreed final audit report and acted on several recommendations immediately.</li> </ul>
28.	Rationalise and integrate the Council's private telecommunications network (voice and data)	<p>April 2004 – March 2005</p> <p>April 2004 – March 2005</p>	<ul style="list-style-type: none"> <li>Town centres infrastructure upgraded</li> <li>Bron Way infrastructure upgraded</li> </ul>	<ul style="list-style-type: none"> <li>Installation and commissioning of upgrade at Motherwell is complete. Awaiting final authorisation from Planning &amp; Environment to erect a mast and commission work in Wishaw Town Centre.</li> <li>Preliminary evaluation complete</li> </ul>
29.	Investigate, implement and commission personal computer desktop tools and operating system software to complement and exploit emerging technologies	<p>April 2004 – July 2004</p> <p>April 2004 – July 2004</p> <p>April 2004 – September 2004</p> <p>July 2004 – March 2005</p> <p>April 2004 – July 2004</p> <p>July 2004 – March 2005</p>	<ul style="list-style-type: none"> <li>Implementation of the next phase of the desktop and server operating system roll-out programme</li> <li>Future phases of operating system roll-out planned</li> <li>Pilot conducted with Planning &amp; Environment (Home working) and Bellshill Social Work.</li> <li>Investigation of storage management options for Windows Server environment</li> <li>Completion of an initial scoping exercise for backup of Windows servers to central tape storage devices</li> <li>Migration of backup from local servers to tape storage devices</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the next phase of the desktop at Fleming House, Planning &amp; Environment at Brandon St, Kildonan St, Bron Way, Administration Dept, Member Services, Chief Executive's, Finance Dept. Final phase – planned for 2<sup>nd</sup> Qtr 2005.</li> <li>Completed</li> <li>Pilot on home working currently underway</li> <li>Pilot site Bellshill Social Work. Hardware ordered for 1<sup>st</sup> phase: Wireless networking using Tablet PC's. The 2<sup>nd</sup> and 3<sup>rd</sup> Phase involving remote access to email and elements of SWIS are being considered.</li> <li>Complete</li> <li>Complete</li> <li>Current phase complete</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
30.	Upgrade central computing facilities	<p>April 2004 – December 2004</p> <p>January 2005 – March 2005</p> <p>April 2004 – June 2004</p>	<ul style="list-style-type: none"> <li>• Determination of upgrade path for Central Servers</li> <li>• Installation and commencement of initial test plans for selected hardware upgrade (Central Server)</li> <li>• Commissioning of tape backup system in Cumbernauld Computer Room</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of options complete.</li> <li>• Pilot hardware for Payroll application installed. Testing to be scheduled.</li> <li>• Completed</li> </ul>
31.	Assist the development of corporate activities through taking a lead role in Corporate Working Groups	April 2004 – March 2005	<ul style="list-style-type: none"> <li>• Corporate management of Capital Programme: <ul style="list-style-type: none"> <li>• Long-term strategic approach adopted</li> <li>• Capital planning fully integrated with the corporate planning process</li> <li>• Projects identified to maximise opportunities for external funding</li> </ul> </li> <li>• Implementation of the Council's ICT Strategy: <ul style="list-style-type: none"> <li>• Priority support given to IT developments that support the Corporate Plan</li> <li>• Business continuity and ICT disaster recovery in place</li> </ul> </li> <li>• Development of risk management across all departments of the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Option appraisal model agreed for use by departments</li> <li>• Mid-year review of capital programmes carried out in September 2004. Resources realigned following mid-year review.</li> <li>• Revised 2005/06 capital programme approved in February 2005 and outline 2006/07 and 2007/08 programmes prepared for consideration at the Capital Planning Group</li> <li>• Arrangements reviewed for co-ordination of external funding applications</li> <li>• As outlined in 25 and 26 above</li> <li>• Consideration of Internal Audit report on Risk Management, noting progress during 2003/04</li> <li>• Action Plan produced to address issues</li> </ul>

	Key Actions	Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
32.	Ensure continued development of staff	<p>Continuous</p> <p>April 2004</p> <p>Continuous</p> <p>Quarterly</p> <p>April 2005</p> <p>April 2005</p>	<ul style="list-style-type: none"> <li>• Improved feedback on staff performance</li>   <li>• Training plan updated to reflect training needs identified to meet new service demands and to develop staff potential</li>   <li>• Monitoring and evaluation of training provided</li>   <li>• Staff awareness sessions undertaken</li>   <li>• Submission of documentation for IIP re-accreditation</li>   <li>• Ensure that plans for staff recruitment and retention, development and training match the future workforce needs of the Department</li> </ul>	<ul style="list-style-type: none"> <li>• 2004/05 PDRs completed for all staff (May)</li> <li>• Mid-year reviews completed (October)</li> <li>• Manager training provided on effective feedback, including PDRs and team briefings</li> <li>• Training Plan 2004/05 produced</li> <li>• Update of Training Plan 2005/06 commenced to reflect training needs agreed in PDRs</li> <li>• Manager training carried out to improve effectiveness of training and feedback</li> <li>• Accounting Services: series of awareness sessions planned (4 held to date)</li> <li>• Staff Conference held in November</li> <li>• Reassessment Action Plan produced by Staff Development Working Group</li> <li>• Sub-Group established for Revenue Services Division</li> <li>• 5 members of staff trained as IIP internal reviewers to assist in IIP evaluation process. Internal reviews surveys carried out. Feedback to DMT, Heads of Services and results published on Intranet</li> <li>• Staff survey completed. Feedback to DMT, Heads of Services and results published on Intranet</li> <li>• Preparations ongoing for Reassessment in autumn 2005</li> <li>• Staff rotation system commenced in Accounting Services</li> </ul>
33.	Staff development in line with technology and service initiatives	April 2004 – June 2004	<ul style="list-style-type: none"> <li>• Charter Mark accreditation for Procurement. Installation and Disposal Services achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> </ul>

Key Actions		Target start & stop dates	Projected achievements & outcomes	Achieved as at 31/3/05
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>Implementation of training plans for consolidation of Enterprise Class Application Development Environment</li> </ul>	<ul style="list-style-type: none"> <li>Further BizTalk Server and 'skills transfer' training organised for staff new to environment</li> </ul>
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>Support for staff re. Adoption of Object Orientated development methodology</li> </ul>	<ul style="list-style-type: none"> <li>Continued to adopt the 'Flexible Team' approach to resourcing projects and facilitate staff exposure to methodology.</li> </ul>
		April 2004 – March 2005	<ul style="list-style-type: none"> <li>Implementation of training plans for new desktop and server operating systems environment and Voice over IP (VOIP) integration</li> </ul>	<ul style="list-style-type: none"> <li>Initial training of key support personnel has been scheduled</li> </ul>
34.	Ensure compliance with the Disability Discrimination Act 1995	April 2004 – March 2005	<ul style="list-style-type: none"> <li>Moving counters installed in all cash offices</li> <li>Access to induction loop systems for customer meeting places</li> <li>Staff training provided to ensure awareness of current legislation and best practice</li> </ul>	<ul style="list-style-type: none"> <li>Fixed low counters installed at Viewpark, Kilsyth Bellshill, Shotts, Coatbridge and Wishaw</li> <li>Access to induction loop systems in all cash offices</li> <li>Training Plan highlights the need for awareness of current legislation and best practice</li> </ul>
35.	Ensure that Finance Department activities adhere to the Council's corporate Race Equality Scheme and Action Plan	April 2004 – March 2005	<ul style="list-style-type: none"> <li>Departmental Action Plan reviewed</li> <li>Staff training provided to ensure awareness of current legislation and best practice</li> </ul>	<ul style="list-style-type: none"> <li>Training Plan highlights the need for awareness of current legislation and best practice</li> <li>DMT met with Consultants</li> <li>Assessment of all functions and policies for relevance</li> <li>Review of Race Equality Action Plan</li> <li>Diversity On line training available for all staff</li> <li>Other training for relevant managers/staff</li> </ul>
36.	Ensure Compliance with the Freedom of Information (Scotland) Act 2002	April 2004 – January 2005	<ul style="list-style-type: none"> <li>Contribution to Council policies and procedures relating to records management and retention and preparation of a publication scheme</li> <li>Departmental records and retention schedules in place</li> <li>Staff training provided to ensure awareness of current legislation and best practice</li> </ul>	<ul style="list-style-type: none"> <li>First Publication Scheme complete</li> <li>Continued representation on FOI Corporate Working Group</li> <li>Substantial records identified and retention schedules applied</li> <li>Staff awareness raised via e-mail to all staff and newsletter article</li> </ul>