

**RIBBLE VALLEY BOROUGH COUNCIL
REPORT TO POLICY AND FINANCE COMMITTEE**

DECISION

Agenda Item No 10

meeting date: 23 MARCH 2010
title: SERVICE PLANS
submitted by: DIRECTOR OF RESOURCES
principal author: JANE PEARSON

1 PURPOSE

- 1.1 To approve the Service Plans for the services covered by the Resource Department.
- 1.2 Relevance to the Council's ambitions and priorities
- Each service plan sets out and demonstrates how that service links to the council's ambitions and priorities.

2 BACKGROUND

2.1 The following service plans are attached to this report:

<u>Service Plan</u>	<u>Service Manager</u>
Financial Services	- Lawson Oddie
Computer Services	- Peter Hothersall

2.2 Please note the Revenues and Benefits Service Plan will be submitted to your next meeting.

3 ISSUES

3.1 Each Service Plan considers the issues facing the individual services for the forthcoming three year period commencing 2010/11 and includes a comprehensive action plan of tasks to be completed.

4 RECOMMENDED THAT COMMITTEE

4.1 Consider and approve each service plan with any amendments members wish to make.

DIRECTOR OF RESOURCES

PF22-10/JP/AC
16 March 2010

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Financial Services Service Plan 2010/11

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Financial Services Service Plan 2010/11

1. INTRODUCTION

This Service Plan covers the activities of the Financial Services Section which provides the Accountancy and Internal Audit services of the Council

The section crucially is responsible for all matters of financial administration. Our main tasks however are the preparation of Budgets, Closure of the Council's Accounts and also the achievement of the Annual Internal Audit Plan. The Section forms part of the Resources Department which includes the following services:

- ❖ Financial Services
- ❖ Computer Services
- ❖ Revenues & Benefits

Key Objectives

Financial Services help the Council to achieve its corporate ambitions of **being a well managed council providing efficient services based on identified customer needs**. The Key Service Objectives for the section for the year 2010/11 are:

1. To plan and monitor the use of the authority's available resources in an orderly and structured manner to achieve the authority's stated objectives
2. To manage and minimise the financial and other risks to which the authority would otherwise be exposed
3. To maximize the collection and recovery of sums due to the authority and to maintain accurate, up to date and auditable records
4. To make all payments properly due accurately, on time and in accordance with law, standing orders, financial regulations, CIPFA guidance and to maintain accurate, up to date auditable records
5. To comply with all applicable statutory requirements and codes of practice and to report accurately and on time

Key Policies and Strategies

The Financial Services section works to all appropriate Council policies and strategies and these help to ensure the Council's Ambitions and Objectives are met. The following is a list of policies and strategies relating to this section:

- ❖ Financial Regulations
- ❖ Standing Orders
- ❖ Medium Term Financial Strategy
- ❖ Capital Strategy
- ❖ Treasury Management Strategy
- ❖ Risk Management Policy
- ❖ Corporate Debt Write Off Policy
- ❖ Procurement Strategy

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Working in Partnership

Over the last year the Financial Services section has been actively involved with partnership arrangements with the Lancashire Procurement Hub. Procurement partnership working has also extended beyond partners within Lancashire by taking advantage of the opportunities afforded to this Council through the Office of Government Commerce (OGC) and other purchasing frameworks such as the Yorkshire Purchasing Organisation (YPO). These frameworks have allowed us to take joint purchasing opportunities with such bodies as the NHS and the MoD.

We also actively communicate with our neighboring authorities via various sub groups to share expertise and advice.

More recently we have collaborated with three other East Lancashire district council's in order to share the services of PriceWaterhouseCoopers in the provision of training on the introduction of International Financial Reporting Standards. The opportunity was taken at this time to extend training beyond Financial Services, to other sections of the council which would be impacted upon by the introduction of IFRS, namely Estates and Legal Services.

Providing Service Excellence in Response to our diverse communities

Ribble Valley is the largest district council in Lancashire and within its boundaries includes a range of geographically and socially diverse communities. In an effort to provide services that best meet the needs of these diverse communities the Financial Services Section will carry out Equality Impact Assessments (EIA) in the following area(s):

- The review of the council's Procurement and Commissioning Strategy
- The introduction of payment by BACS for benefit recipients
- Review of debt recovery procedures

Statement of Equal Opportunities

As part of RVBC the Resources department wholeheartedly supports the principle of equal opportunities in employment and the provision of services. Our commitment to equal opportunities is shared equally by both Councillors and staff. All employees within the Financial Services section are aware of the Council's equal opportunities policy, and the standards of behaviour that are expected of them.

In addition to the Financial Services Manager, five members of staff within the section have attended training on Diversity Awareness. This has included staff working in the areas of:

- Payments (payroll, debtors and creditors)
- Procurement
- Technical Accountancy
- Internal Audit
- Service Accountants

Health and Safety

The role of the Health and Safety Advisor is to formulate policies on health and safety and engender these into the Council's workforce, raising awareness and promoting a positive health and safety culture through the establishment and by the creation and monitoring of relevant performance standards.

The primary focus of the post during 2010/11 is to continue to advise CMT and Service Managers on the effective management of the Health, Safety and Welfare of employees for which they have responsibility and to reinforce the importance of Leadership, Management Competence and Worker Involvement in line with the Health and Safety Executive's new Strategy.

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2. RESOURCES: FINANCE

The table below shows a summary of the service costs for last financial year, the revised estimate for 2009/10 and the original estimate for the service for 2010/11 which was approved on 2 March 2010 by Full Council.

	Actual 2008/09 £	Revised Estimate 2009/10 £	Original Estimate 2010/11 £
EXPENDITURE			
Employee Related	571,780	535,230	545,750
Premises Related	103	130	130
Transport Related	16,048	13,580	13,170
Supplies and Services	18,596	23,420	23,950
Third Party Payments	2,995	3,000	3,120
Support Services	36,957	39,570	39,720
TOTAL EXPENDITURE	646,479	614,930	625,840
INCOME			
Customer and Client Receipts	-1,446	-1,210	-1,210
Recharges to General Fund Services	-601,318	-584,110	-602,510
Recharges to Outside General Fund	-43,190	-29,610	-30,110
Miscellaneous Recharges	-525	0	0
TOTAL INCOME	-646,479	-614,930	-633,830
NET EXPENDITURE	0	0	-7,990

Shown at Annex A of this Service Plan are further financial considerations which include:

- A further breakdown of the 2010/11 budget
- Ideas for Efficiencies and Savings (Possible Areas for Reduction and Possibilities of Shared Working)
- Potential cost pressures
- Opportunities & Requests for Additional Resources
- Potential for Maximisation of income

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3. RESOURCES: STAFF

A review of the staffing of the Financial Services Section was carried out following the vacancy that arose in the Technical Accountant post. As a result of this review, Personnel Committee agreed with the proposals to effectively reduce the Technical Accountant post by half and redistribute all the duties of the post amongst existing staff.

We benefit from a very experienced workforce and a low level of turnover. We encourage new audit and accountancy staff to study for the Association of Accounting Technician (AAT) qualification and will continue to do so. Two members of staff are currently studying for the CIPFA qualification (Chartered Institute of Public Finance and Accountancy) whilst the council benefits from employing five fully qualified CIPFA accountants. One member of staff is studying for the CIPS qualification – Chartered Institute of Purchasing and Supplies.

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4. RISKS

The Financial Services section is subject to a number of operational risks. These are assessed using a traffic-light system. The red risks are those that have been identified as high-level risks. The red risks for this service are outlined below:

RISK DESCRIPTION	CONTROLS
Failure to produce a set of accounts in time	Detailed timetabling and allocation of key tasks.
Loss of Income/Increased costs due to Economic Downturn	Continual review & monitoring of financial position & reporting to management.
Failure for Section 151 officer to have confidence in financial systems	Maintenance of effective systems & comprehensive training.
Failure to comply with Whole of Government Accounts requirements	Detailed timetabling of tasks and implementation of necessary changes to financial systems.
Failure to set a balanced budget/council tax by statutory deadline	Detailed timetabling of tasks and member involvement in budget process.
Loss of monies invested on money markets	Treasury Management Policy/Strategy and Practices. Division of duties. Secure computer system.
Failure of Section 151 officer to have reliance from internal audit section	Review of Internal Audit Service. Adequate planning and training of staff. Audit Plan Coverage
Failure to pay creditors on time	Adequate training of staff in use of the financial system and use of back ups.
Failure to pay staff or members allowances on time	Staff Cover. Control over receipt of timesheets. Contingency planning
Key staff being absent during critical period	Control of voluntary absence such as annual leave and training.

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5. SWOT ANALYSIS

<p><i>Strengths:</i></p> <ul style="list-style-type: none">• Long serving employees with good knowledge of our practices and systems• Good, up to date Financial Management Computer System and also Payroll System• Committed staff to achieving strict deadlines• Good relationships with budget holders, service managers and auditees• Strong Financial Management	<p><i>Weaknesses:</i></p> <ul style="list-style-type: none">• Small sections therefore struggle during times of staff absence• Ageing workforce• Uneven spread of workload during year
<p><i>Opportunities:</i></p> <ul style="list-style-type: none">• Challenge of meeting tight deadlines - 30th June, for the closure of Council's accounts• Further development of new Financial and Payroll systems• Further development of eProcurement• Increasing payments by other more efficient methods such as BACS• Developing working relationships with Audit Commission.	<p><i>Threats:</i></p> <ul style="list-style-type: none">• Current Economic Downturn• Use of Resources judgement• New CAA requirements• Whole of Government Accounts requirements• Loss of highly experienced, knowledgeable staff• Changes to Local Government Finance Settlement• Introduction of International Financial Reporting Standards (IFRS)

6. KEY SERVICE ISSUES OVER THE NEXT 3 YEARS

- To be familiar with the required changes to our Accounts as a result of the Code of Practice on Local Authority Accounting in the UK 2009.
- To become fully conversant with the new International Financial Reporting Standards.
- To keep under review any impact the current economic downturn will have on the Council's business.
- To continually close down the Council's Accounts by 30 June and publish them by 30 September each year.
- To carry out a review of Internal Audit in accordance with the CIPFA Internal Auditing Standards.
- To continue to produce the Council's Efficiency Statements under NI 179
- To comply with the Use of Resources and CAA requirements.
- To produce a balanced budget for the next 3 years.
- To provide financial training for members.

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7. ACHIEVEMENTS

This is an update of the Action Plan proposed in the service plan for 2009/10.

Financial Services Action Plan Monitoring Report

Parent Title: Financial Services SP Action Plan 2009/10							
Action	Description	Status	Progress	Due Date	Start Date	Completed Date	Assigned To
To Plan & Monitor the Use of the Authority's Available Resources in an Orderly & Structured Manner in Order to Achieve the Authority's Stated Objectives	To plan & monitor the use of the authority's available resources in an orderly and structured manner, to achieve the authority's stated objectives		92 %	31/03/2010	01/04/2009		Lawson Oddie
To manage and minimise the financial and other risks to which the authority would otherwise be exposed	To manage and minimise the financial and other risks to which the authority would otherwise be exposed		90 %	31/03/2010	01/04/2009		Lawson Oddie
To maximise the collection and recovery of sums due to the authority, and to maintain accurate, up to date and auditable records	To maximise the collection and recovery of sums due to the authority, and to maintain accurate, up to date and auditable records		90 %	31/03/2010	01/04/2009		Lawson Oddie
To make all payments properly due accurately, on time and in accordance with law, standing orders, financial regulations, CIPFA guidance, and to maintain accurate, up to date, auditable records	To make all payments properly due accurately, on time and in accordance with law, standing orders, financial regulations, CIPFA guidance, and to maintain accurate, up to date, auditable records		90 %	31/03/2010	01/04/2009		Lawson Oddie
To comply with all applicable statutory requirements and codes of practice, and to report accurately and on time	To comply with all applicable statutory requirements and codes of practice, and to report accurately and on time		100 %	30/09/2009	01/04/2009		Lawson Oddie

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Parent Title: **To Plan & Monitor the Use of the Authority's Available Resources in an Orderly & Structured Manner in Order to Achieve the Authority's Stated Objectives**

Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To maximise returns from the safe investment of the Council's surplus funds	To maximise returns from the safe investment of the Council's surplus funds			90 %	31/03/2010	01/04/2009		Lawson Oddie	Full compliance with Treasury Management Strategy up to end February
To prepare budget monitoring reports for each service committee on a quarterly basis and submit an overall report to P&F committee	To submit quarterly budget monitoring reports by required date for relevant service committee	Quarterly budget monitoring reports submitted to relevant committees		75 %	31/03/2010	01/04/2009		Lawson Oddie	Two Budget Monitoring reports and Revised Estimate reports submitted to service committees. Final outturn to be reported in the new financial year
To prepare a sustainable budget within agreed timetable	To prepare a sustainable budget within agreed timetable			100 %	15/12/2009	01/04/2009	02/03/2010	Lawson Oddie	Final Original Estimate for 2010/11 approved by Full Council on 2 March 2010
To Consider the impact of the current economic downturn on the Council's Services	To monitor and review income levels/benefits take up and report to management	Knowledge of local circumstance		90%	31/03/2010	01/04/2009		Lawson Oddie	Monitored within the budget monitoring reports to Management
To continue to develop e-procurement purchasing methods	To implement changes to the way the Council procures goods and services via e-procurement and Civica Financials	Full use of Civica Financials		100 %	31/03/2010	01/04/2009		Lawson Oddie	All appropriate users have been trained in use of Procurement system and the system is being further developed. All sections including R&M are now ordering goods using the system

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Parent Title: To close the 2008/09 accounts (including the closure of the HRA) in accordance with the Accounts & Audit regulations 2003 & 2006									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To prepare and agree a closure of accounts timetable with all relevant parties including external auditors	Production of agreed timetable which aims to achieve the closure of our accounts by the statutory deadlines	Production of agreed timetable which aims to achieve the closure of our accounts by the statutory deadlines		100 %	25/03/2009	01/03/2009	25/03/2009	Lawson Oddie	Timetable reported to accounts and Audit Committee on 25/03/09
To complete the Statement of Accounts and have them approved by members by end June 2009	Approval by members by end of June 2009	Approval by members by end of June 2009		100 %	30/06/2009	01/04/2009	24/06/2009	Lawson Oddie	Statement of Accounts for 2008/09 submitted to A&A cttee on 24/6/09 and subsequently approved. Available on website.
To publish the Statement of accounts by end of Sept 2009	Publication of accounts on council's website by end September 2009	Publication of accounts on council's website by end September 2009		100 %	30/09/2009	01/07/2009	17/09/2009	Lawson Oddie	Accounts approved by A&A 16/9/09 & signed off by PwC on 17/09/09 & published on website
To prepare and publish a summary statement of accounts	Publication of summary statement of accounts by end September 2009	Publication of summary statement of accounts by end September 2009		100 %	30/09/2009	01/07/2009	17/09/2009	Lawson Oddie	Summary statement of accounts for 2007/08 prepared following audit of main accounts and has been published on our website.
To successfully comply with the new CAA regime	Review Requirements	Good CAA Score		100%	31/03/2010	01/04/2009	09/12/2009	Lawson Oddie	Final score for the Council of 2

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Parent Title: To comply with all applicable statutory requirements and codes of practice, and to report accurately and on time									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To close the 2008/09 accounts (including the closure of the HRA) in accordance with the Accounts & Audit regulations 2003 & 2006	To close the 2008/09 accounts (including the closure of the HRA) in accordance with the Accounts & Audit regulations 2003 & 2006			100 %	30/09/2009	01/04/2009	16/09/2009	Lawson Oddie	Accounts successfully closed in accord with A&A regs. Audit complete. Accounts to be published by end of Sept 2009 incl Auditors report.
To prepare the Council's Statement of Accounts in an efficient manner complying with the SORP	To ensure SORP changes are properly assessed and are complied with	Successful sign off of Accounts and minimum number of errors on Annual Governance report		100 %	16/09/2009	01/07/2009	09/09/2009	Lawson Oddie	Positive, pleasing responses from external auditors during audit of the accounts. Few issues identified on Annual Governance Report
To successfully comply with the submission of Whole of Government Accounts	To submit our Whole of Government Accounts Return following sign off by our Auditors	Successful sign off of return by our auditors and submission to central government by end September 2009		100 %	30/09/2009	01/07/2009	30/09/2009	Lawson Oddie	Whole of Government Accounts prepared and successfully audited by Audit Commission.

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Parent Title: To deliver the Annual Internal Audit Plan by 31 March 2010									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To complete all audits within the agreed allocation of resources	Minimum 90% of audits to be completed by 31 March 2010	Minimum 90% audits completed by end of March 2010		60 %	31/03/2010	01/04/2009		Lawson Oddie	Currently unlikely to achieve the target of 90% due to additional time taken on systems audit work
To produce reports and recommendations as per audit plan	100% of recommendations to be implemented by 31 March 2010	100% of recommendations to be implemented		90 %	31/03/2010	01/04/2009		Lawson Oddie	Continuing to check implementation of recommendations

Parent Title: To make all payments properly due accurately, on time and in accordance with law, standing orders, financial regulations, CIPFA guidance, and to maintain accurate, up to date, auditable records									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To pay all creditors accurately and promptly	To pay all creditors accurately and promptly			95 %	31/03/2010	01/04/2009		Lawson Oddie	Invoices to Pennine Lancashire area companies paid within 10 days following advice from NLPG
To pay employees and member allowances accurately and promptly	To pay employees and members allowances on time and accurately	Maximum 2% payroll errors		100 %	31/03/2010	01/04/2009	15/03/2010	Lawson Oddie	Salaries and members allowances for the full year all paid on time and accurately

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Parent Title: To manage and minimise the financial and other risks to which the authority would otherwise be exposed									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To deliver the Annual Internal Audit Plan by 31 March 2010	To deliver the Annual Internal Audit Plan by 31 March 2010			60 %	31/03/2010	01/04/2009		Lawson Oddie	Internal Audit Staff actively carrying out audits as per IA Plan for 2009/10.
To maintain the Council's risk register in an accurate and timely manner	To ensure that the Grace system is kept up to date and that quarterly reports are produced	Production of half yearly reports on the outcome of the review of the Grace system		50 %	31/03/2010	01/04/2009		Lawson Oddie	
To complete all main system reconciliations promptly	To review, record and monitor 100% of reconciliations each month	100% completed authorised reconciliations		90 %	31/03/2010	01/04/2009		Lawson Oddie	Monthly reconciliations carried out and authorised up to end of December 2009.
To ensure the authority is adequately and efficiently insured	To review the authority's insurance arrangements on an annual basis	Completion of review of insurance arrangements		100 %	30/06/2009	01/06/2009	28/07/2009	Lawson Oddie	Currently within Long Term Agreement until June 2011 (with option to extend by further 2 years). However annual review carried out of level of cover on all our policies. Report submitted for information to Policy and Finance on 28 July 09.

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Parent Title: To maximise amounts recovered from sundry debtors									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To raise sundry debtor invoices promptly	Issue of 100% of invoices promptly	Issue of 100% of invoices promptly		92 %	31/03/2010	01/04/2009		Lawson Oddie	All sundry debtor invoices have been promptly raised from control sheets up to end of February 2009.
To issue reminder letters promptly and take recovery action in accordance with the Council's schedule	100% compliance with the agreed recovery schedule	100% compliance with the agreed recovery schedule		92 %	31/03/2010	01/04/2009		Lawson Oddie	Automatic recovery schedule in operation generates reminder letters each day and changes recovery status.

Parent Title: To maximise returns from the safe investment of the Council's surplus funds									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To monitor cash flow and investments on a daily basis & take appropriate action	Monitoring of cash flow and investments on a daily basis, and comparison of investment returns with the three monthly LIBID rate.	Maximised returns from the safe investment of the Council's surplus funds.		90 %	31/03/2010	01/04/2009		Lawson Oddie	Daily monitoring of cash flow carried out by Senior Accountant, including comparison of rates.
To maintain the Council's list of approved institutions with regard to credit ratings	To maintain the Council's list of approved institutions with regard to credit ratings	100% compliance with list of approved institutions		90 %	31/03/2010	01/04/2009		Lawson Oddie	Up to date list of approved institutions maintained and full compliance against this for lending to date has been achieved.

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Parent Title: To maximise the collection and recovery of sums due to the authority, and to maintain accurate, up to date and auditable records									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To maximise amounts recovered from sundry debtors	To maximise amounts recovered from sundry debtors			90 %	31/03/2010	01/04/2009		Lawson Oddie	Each sundry debtor invoice is automatically routed through recovery groups and stages. At stage the appropriate recovery is automatically taken, e.g. 1st Reminder Letter, 2nd Reminder Letter, Referral to Legal, Court Action etc. Payments Staff manage the recovery streams and negotiate payment by installment where necessary.

Parent Title: To pay all creditors accurately and promptly									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To pay all undisputed creditor invoices within 30 days	To pay all undisputed creditor invoices within 30 days	Minimum 97% of undisputed creditor invoices paid within 30 days		90 %	31/03/2010	01/04/2009		Lawson Oddie	98.34 % undisputed invoices paid on time for to the end of February
To increase the number of payments made by BACS	To increase the number of payments made by BACS to at least 80%	Minimum 80% of all payments to be made using BACS		90 %	31/03/2010	01/04/2009		Lawson Oddie	All new creditors initially only offered payment by BACS. Only in rare circumstances is cheque payment offered.

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Parent Title: To prepare a sustainable budget within agreed timetable									
Action	Description	Expected Outcome	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
To prepare an agreed budget timetable by end of October 2009	To prepare an agreed budget timetable by end of October which is approved by P&F committee	Approval of budget timetable by P&F committee by end of October 2009.		100 %	31/10/2009	01/04/2009	22/09/2009	Lawson Oddie	Policy and Finance Committee approved Budget Timetable 22 September 2009
To identify options for growth/reduction in the service planning process	Inclusion of growth/reductions in committee budget reports for January cycle	Inclusion of growth/reductions in committee budget reports in January cycle		100 %	15/12/2009	01/04/2009		Lawson Oddie	Financial Information from service plans submitted to CMT – no growth

Action Status	
	Completed
	Assigned; In Progress
	Unassigned; Check Progress; Not Started
	Overdue
	Cancelled

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8. PERFORMANCE INDICATORS & TARGETS

Financial Services Performance Information

PI Status		Long Term Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		
	Data Only		

Financial Services

PI Code	Short Name	2008/09	Q1 2009/10		Q2 2009/10		Q3 2009/10		Q4 2009/10		2009/10		Annual Target 2010/11	Annual Target 2011/12	Current Performance	Trend	Expected Outcome	
		Value	Value	Target	Value	Target	Value	Target	Value	Target	Value YTD	Target						
LPI FS5	Number of Audit reports	4	No data for this range										4	4	4			
LPI FS1	% of draft audit reports issued in less than 10 days from completion of audit	100%	100%	100%	100%	100%	100%	100%		100%	100%	100%	100%	100%	100%			On Target
LPI FS2	% of Final audit reports issued within 25 days of completion of audit	100%	100%	100%	100%	100%	100%	100%		100%	100%	100%	100%	100%	100%			On Target
LPI FS3	Percentage of Audit Plan covered	87%	22.5%	22.5%	48%	45%	65%	67.5%		90%	65%	67.5%	90%	90%			Close to Target	

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PI Code	Short Name	2008/09	Q1 2009/10		Q2 2009/10		Q3 2009/10		Q4 2009/10		2009/10		Annual Target 2010/11	Annual Target 2011/12	Current Performance	Trend	Expected Outcome	
		Value	Value	Target	Value	Target	Value	Target	Value	Target	Value YTD	Target						
LPI FS4i	% of Audit recommendations accepted and implemented: high priority	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			On Target	
LPI FS4ii	% of Audit recommendations accepted and implemented: medium priority	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			On Target	
LPI FS4iii	% of Audit recommendations accepted and implemented: low priority	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			On Target	
LPI FS6	Accrued interest to date from lending	£241,914	£3,479	£3,750	£7,202	£7,500	£12,284	£11,250		£15,000	£12,284	£11,250						
LPI FS7 (BV8)	% of invoices paid on time	98.01%	97.09%	98.00%	98.13%	98.00%	98.77%	98.00%			98.00%	98.00%	98.00%	98.00%			On Target	
LPI FS8	% of invoices paid within 10 days	40.75%	45.32%	40%	42.71%	40%	49.36%	40%				40%	40%	40%			On Target	
LPI WM3 (BV86)	Cost of household waste collection	£55.99	Not measured for Quarters										£55.25	£56.91	£56.91			On Target
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	452	No data for this range															

NB. The performance indicator providing our accrued interest from lending is reporting a significant downturn in the level we were budgeting to

RIBBLE VALLEY BOROUGH COUNCIL

Financial Services Service Plan 2010/11

receive. However this is largely due to the current economic climate. This is reflected in the preparation of our revised estimates.

9. COMMITMENT TO SERVICE EXCELLENCE – LISTENING TO OUR CUSTOMERS

The Financial Services section is focused on delivering excellent services to its customers and is keen to gain feedback from customers on a regular basis. In a past consultation with our stakeholders regarding the publication of summary accounts we found that 72% agreed they provided sufficient information for their needs, 71% found them easy to access and 72% agreed they were provided in the best format for their needs.

10. BENCHMARKING, OTHER PERFORMANCE MANAGEMENT MODELS AND COMPARISON METHODS

We continue to compare our service costs and those of all our services with our CIPFA family group and also neighboring authorities. As part of the LCFOs Subgroup a benchmarking exercise has been carried out to compare service costs against those of other Lancashire authorities.

11. FINDINGS OF RECENT INSPECTIONS

The results of inspections by the Audit Commission and their comments are summarised below:

- **Financial Statements:** *The financial statements submitted for audit were free from any material errors. The accounts were supported by good working papers. My findings and recommendations are set out in the Annual Governance Report presented to the Accounts and Audit Committee on 16 September 2009.*
- **Use of Resources:** *I have completed my Use of Resources assessment at the Council. This is the first year of the Audit Commission's new methodology for assessment of the Use of resources which seeks to evaluate how well the Council is managing and using its resources to deliver value for money and better sustainable outcomes for local people. The Council achieved an overall score of 2 which means the Council is performing adequately.*
- **Value for Money:** *I assess your arrangements to secure economy, efficiency and effectiveness in your use of resources against criteria specified by the Audit Commission. From 2008/09, the Audit Commission will specify each year, which of the use of resources KLOE are the relevant criteria for the VFM conclusion at each type of audited body. I issued an unqualified conclusion stating that the Council had adequate arrangements to secure economy, efficiency and effectiveness in the use of resources.*
- **International Financial Reporting Standards:** *As part of my 2008/09 audit I have completed an Audit Commission survey on the Authority's progress in preparing for the implementation of IFRS. The survey indicated that the Authority is preparing well for the implementation of International Reporting Standards.*

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- **Internal Audit:** *During the year we made an assessment of the effectiveness of Internal Audit by checking its compliance with professional requirements. The review concluded that there was scope to improve in a number of areas in order to fully comply with the requirements of the CIPFA Code of Practice for Internal Audit. A separate report on the work carried out and conclusions reached was presented to the Accounts and Audit Committee on 16 September 2009.*

12. INNOVATIVE IDEAS FOR IMPROVEMENTS OR CHANGES TO SERVICE DELIVERY

- Payment of Housing Benefit by BACS rather than Cheque
- Collection of Sundry Debtors by Direct Debit

RIBBLE VALLEY BOROUGH COUNCIL

Financial Services Service Plan 2010/11

13. WHAT ACTIONS WILL WE TAKE TO IMPROVE OUR SERVICE?

The following Action Plan for 2010/11 has been prepared in accordance with the Council's Medium Term Financial Strategy.

Financial Services Action Plan 2010/11

Parent Title: To Plan & Monitor the Use of the Authority's Available Resources in an Orderly & Structured Manner in Order to Achieve the Authority's Stated Objectives					
Action	Description	Expected Outcome	Target Date	Assigned To	Resources
To maximise returns from the safe investment of the Council's surplus funds	To maximise returns from the safe investment of the Council's surplus funds		31/03/2011	Senior Accountant	
To prepare budget monitoring reports for each service committee on a quarterly basis and submit an overall report to P&F committee	To submit quarterly budget monitoring reports by required date for relevant service committee	Quarterly budget monitoring reports submitted to relevant committees	31/03/2011	Senior Accountants and Financial Services Manager	
To prepare a sustainable budget within agreed timetable	To prepare a sustainable budget within agreed timetable		15/12/2010	Financial Services Manager	
To Consider the impact of the current economic downturn on the Council's Services	To monitor and review income levels/benefits take up and report to management	Knowledge of local circumstance	31/03/2011	Technical Accountant	
To continue to develop e-procurement purchasing methods	To implement changes to the way the Council procures goods and services via e-procurement and Civica Financials	Full use of Civica Financials	31/03/2011	Procurement Assistant	Civica Financials

RIBBLE VALLEY BOROUGH COUNCIL

Financial Services Service Plan 2010/11

Parent Title: To close the 2009/10 accounts in accordance with the Accounts & Audit regulations 2003 & 2006					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To prepare and agree a closure of accounts timetable with all relevant parties including external auditors	Production of agreed timetable which aims to achieve the closure of our accounts by the statutory deadlines	Production of agreed timetable which aims to achieve the closure of our accounts by the statutory deadlines	24/03/2010	Senior Accountants and Financial Services Manager	
To complete the Statement of Accounts and have them approved by members by end June 2010	Approval by members by end of June 2010	Approval by members by end of June 2010	30/06/2010	Financial Services Manager	
To publish the Statement of accounts by end of Sept 2010	Publication of accounts on council's website by end September 2010	Publication of accounts on council's website by end September 2010	30/09/2010	Financial Services Manager	
To prepare and publish a summary statement of accounts	Publication of summary statement of accounts by end September 2010	Publication of summary statement of accounts by end September 2010	30/09/2010	Financial Services Manager	
To successfully comply with the new CAA regime	Review Requirements	Good CAA Score	31/03/2011	Financial Services Manager and Technical Accountant	

Parent Title: To comply with all applicable statutory requirements and codes of practice, and to report accurately and on time					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To close the 2009/10 accounts in accordance with the Accounts & Audit regulations 2003 & 2006	To close the 2009/10 accounts in accordance with the Accounts & Audit regulations 2003 & 2006		30/09/2010	Senior Accountants and Financial Services Manager	
To prepare the Council's Statement of Accounts in an efficient manner complying with the SORP	To ensure SORP changes are properly assessed and are complied with	Successful sign off of Accounts and minimum number of errors on Annual Governance report	16/09/2010	Financial Services Manager and Technical Accountant	
To successfully comply with the submission of Whole of Government Accounts	To submit our Whole of Government Accounts Return following sign off	Successful sign off of return by our auditors and submission to central government by end	30/09/2010	Financial Services Manager and Technical Accountant	

RIBBLE VALLEY BOROUGH COUNCIL

Financial Services Service Plan 2010/11

	by our Auditors	September 2010			
Parent Title: To deliver the Annual Internal Audit Plan by 31 March 2011					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To complete all audits within the agreed allocation of resources	Minimum 90% of audits to be completed by 31 March 2011	Minimum 90% audits completed by end of March 2011	31/03/2011	Principal Auditor	Audit Team
To produce reports and recommendations as per audit plan	100% of recommendations to be implemented by 31 March 2011	100% of recommendations to be implemented	31/03/2011	Principal Auditor	Audit Team

Parent Title: To make all payments properly due accurately, on time and in accordance with law, standing orders, financial regulations, CIPFA guidance, and to maintain accurate, up to date, auditable records					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To pay all creditors accurately and promptly	To pay all creditors accurately and promptly		31/03/2011	Payments and Systems Manager	Creditor Payment entry staff within service sections
To pay employees and member allowances accurately and promptly	To pay employees and members allowances on time and accurately	Maximum 2% payroll errors	31/03/2011	Payments and Systems Manager	

Parent Title: To manage and minimise the financial and other risks to which the authority would otherwise be exposed					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To deliver the Annual Internal Audit Plan by 31 March 2011	To deliver the Annual Internal Audit Plan by 31 March 2011		31/03/2011	Principal Auditor	
To maintain the Council's risk register in an accurate and timely manner	To ensure that the Grace system is kept up to date and that quarterly reports are produced	Production of half yearly reports on the outcome of the review of the Grace system	31/03/2011	Senior Auditor	Grace System
To complete all main system reconciliations promptly	To review, record and monitor 100% of reconciliations each month	100% completed authorised reconciliations	31/03/2011	Accounting Technicians	
To ensure the authority is	To review the authority's	Completion of review of	30/06/2010	Principal Auditor	

RIBBLE VALLEY BOROUGH COUNCIL

Financial Services Service Plan 2010/11

adequately and efficiently insured	insurance arrangements on an annual basis	insurance arrangements			
Parent Title: To maximise amounts recovered from sundry debtors					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To raise sundry debtor invoices promptly	Issue of 100% of invoices promptly	Issue of 100% of invoices promptly	31/03/2011	Payments and Systems Manager	All sections providing chargeable services
To issue reminder letters promptly and take recovery action in accordance with the Council's schedule	100% compliance with the agreed recovery schedule	100% compliance with the agreed recovery schedule	31/03/2011	Payments and Systems Manager	Civica Financials

Parent Title: To maximise returns from the safe investment of the Council's surplus funds					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To monitor cash flow and investments on a daily basis & take appropriate action	Monitoring of cash flow and investments on a daily basis, and comparison of investment returns with the three monthly LIBID rate.	Maximised returns from the safe investment of the Council's surplus funds.	31/03/2011	Financial Services Manager and Senior Accountant	HSBCnet
To maintain the Council's list of approved institutions with regard to credit ratings	To maintain the Council's list of approved institutions with regard to credit ratings	100% compliance with list of approved institutions	31/03/2011	Financial Services Manager and Senior Accountant	

Parent Title: To maximise the collection and recovery of sums due to the authority, and to maintain accurate, up to date and auditable records					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To maximise amounts recovered from sundry debtors	To maximise amounts recovered from sundry debtors		31/03/2011	Payments and Systems Manager	

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Financial Services Service Plan 2010/11

Parent Title: To pay all creditors accurately and promptly					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To pay all undisputed creditor invoices within 30 days	To pay all undisputed creditor invoices within 30 days	Minimum 97% of undisputed creditor invoices paid within 30 days	31/03/2011	Payments and Systems Manager	Creditor Payment entry staff within service sections
To increase the number of payments made by BACS	To increase the number of payments made by BACS to at least 80%	Minimum 80% of all payments to be made using BACS	31/03/2011	Payments and Systems Manager	

Parent Title: To prepare a sustainable budget within agreed timetable					
Action	Description	Expected Outcome	Target	Assigned To	Resources
To prepare an agreed budget timetable by end of October 2010	To prepare an agreed budget timetable by end of October which is approved by P&F committee	Approval of budget timetable by P&F committee by end of October 2010	31/10/2010	Financial Services Manager	
To identify options for growth/reduction in the service planning process	Inclusion of growth/reductions in committee budget reports for January cycle	Inclusion of growth/reductions in committee budget reports in January cycle	15/12/2010	Financial Services Manager and Senior Accountants	

RIBBLE VALLEY BOROUGH COUNCIL

Financial Services Service Plan 2010/11

Appendix A

14. FINANCIAL INFORMATION

	Inflation Rate %	FSERV Financial Services Section	
		£	£
<u>EXPENDITURE</u>			
Direct employee related expenses			
- Pay (Incl allowances)		447,110	
- Ni		34,360	
- Superannuation		71,370	
			552,840
Indirect employee related expenses			10,750
Premises related expenses			110
Transport related expenses			15,790
Supplies & services			22,460
Third Party Payments			3,120
Support Services			
- Council offices			26,910
- Civic suite			730
- Organisation & member development			9,830
			642,540
<u>INCOME</u>			
Customer & Client			-1,240
Recharges to Other General Fund Services			-632,120
Recharges to Other Services (Loans Fund)			-31,600
			-664,960
2009/10 OE			-22,420
Non recurring items			0
Sub-total after removal of non recurring items			-22,420
Provision for inflation	1.50		-340
2010/11 OE			-22,760

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Financial Services Service Plan 2010/11

Ideas for Efficiencies and Savings (Possible Areas for Reduction and Possibilities of Shared Working)

An opportunity arose to review the staffing of the Financial Services Section following the vacancy that arose in the Technical Accountant post. As a result of this review, Personnel Committee agreed with the proposals to effectively reduce the Technical Accountant post by half and redistribute all the duties of the post amongst existing staff. These savings are not reflected in the service costs shown above; however the full year effect would be a saving of approximately £14,000.

Together with the Revenues section we are looking to move forward on the transfer of Housing Benefit payments from cheque to BACS. This will result in sizeable savings on bank charges, postage charges and cheque stationery; however this will only result following a gradual transition as claimants inform the council of their bank details.

Cross service savings will be achieved from in-house procurement activities and also through a steer towards collaborative procurements through the Lancashire Procurement Hub and other public sector frameworks. Planned activities include vehicle fuel, energy contracts, multi-functional devices (MFDs - all in one photocopier/fax/scanner/printer).

Potential cost pressures

With the removal of the pay award from the base budget for 2010/11, if a pay increase were to be awarded for 2010/11 it is a requirement that these be met from budget savings on individual services. This would result in savings to be found for Financial Services of approximately £8,000 if an award was to be made at 1.5%.

2010/11 sees the introduction of International Financial Reporting Standards (IFRS) to local government.

Whilst regular update reports to Accounts and Audit Committee on progress have signaled that there is unlikely to be a financial burden to the council from the introduction of the Standards it must be noted that the NHS saw substantial costs when IFRS was introduced to that sector last year. Other than the cross departmental purchase of the Asset Management software in 2009/10 there is not likely to be any further costs for software changes for the council, and implementation is planned within existing resources (financial and staffing).

Any additional costs are likely to mainly focus on training, not only for financial services but also legal and facility management staff; however every effort is being made to maximise the use of free training and shared training with other councils.

Opportunities & Requests for Additional Resources

None identified at this stage.

Maximising Income

Low level of potential income sources for Financial Services other than investment income – which itself has been impacted upon by the current economic climate.

Other income sources for the service are from administration charges for deductions made from the payroll for such items as Union subscriptions. These charges are already set at 5%, generating income of little over £1,000 and therefore offer little scope for substantial future income generation if they were to be increased.

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

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Computer Services and Contact Centre Service Plan 2010-11

1. INTRODUCTION

This Service Plan covers the activities of the ICT Section and the Contact Centre. The ICT Section is responsible for installation and upkeep of the computer based systems for the Council and the Contact Centre is responsible for the front line customer telephony contact.

The ICT section delivers the following services:

- Assist departments on the selection of computer based system
- Implementation and support of computer based systems
- Provides network installation and support for the main Council and outlying offices
- Provide email access to all employees

The Contact Centre delivers the following services:

- Provides first line contact for the main Ribble Valley Borough Council contact telephone number
- Contacts users of our services (cold calling) for satisfaction surveys
- Maintains the A to Z function of our web site
- Continuously monitoring our web site to ensure that it is up to date

Key Objectives

The following are the objectives of the ICT section. By fulfilling these corporate objectives we will help enable Council to meet it's corporate priorities, ambitions and objectives.

CORPORATE AMBITIONS

To be a well managed council providing efficient services based on identified customer needs

To help make peoples lives SAFER AND HEALTHIER

To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area

To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED

SERVICE OBJECTIVES

To enhance and improve the efficiency and quality of services by optimising the application of information and communications technology and continuing to invest in cost effective business solutions.

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

The following are the objectives of the Contact Centre. By fulfilling these corporate objectives we will help enable Council to meet its corporate priorities, ambitions and objectives.

CORPORATE AMBITIONS

- To be a well managed council providing efficient services based on identified customer needs
- To help make peoples lives SAFER AND HEALTHIER
- To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area
- To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED

SERVICE OBJECTIVES

To enhance and improve the efficiency and quality of services by striving to answer customer queries at the first point of contact.

Key Policies and Strategies

The ICT section and Contact Centre work to all appropriate Council policies and strategies and these help to ensure the Council's Ambitions and Objectives are met.

Working in Partnership

Over the last year the ICT section and Contact Centre have been actively involved in partnership arrangements with the Shared Services Contact Centre and LCC.

Providing Service Excellence in Response to our Diverse Communities

Ribble Valley is the largest district council in Lancashire and within its boundaries includes a range of geographically and socially diverse communities. The ICT section and Contact Centre are focused on delivering excellent services to their customers, but as yet have not conducted any consultation exercises.

In an effort to provide services that best meet the needs of these diverse communities the ICT section and Contact Centre will carry out Equality Impact Assessments (EIA) in the following area(s):

Website design

Computer systems

Statement of Equality

As part of RVBC the ICT section and the Contact Centre wholeheartedly support the principle of equal opportunities in employment and the provision of services. Our commitment to equal opportunities is shared equally by both Councillors and staff. All employees within the ICT section and Contact Centre are aware of the Council's equal opportunities policy, and the standards of behaviour that are expected of them.

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

Health and Safety

The role of the Health and Safety Advisor is to formulate policies on health and safety and engender these into the Council's workforce, raising awareness and promoting a positive health and safety culture through the establishment and by the creation and monitoring of relevant performance standards.

The primary focus of the post during 2010/11 is to continue to advise CMT and Service Managers on the effective management of the Health, Safety and Welfare of employees for which they have responsibility and to reinforce the importance of Leadership, Management Competence and Worker Involvement in line with the Health and Safety Executive's new Strategy.

2. RESOURCES: FINANCE

How much does your service cost?

ICT section £354,100

Contact Centre £158,730

3 RESOURCES: STAFF

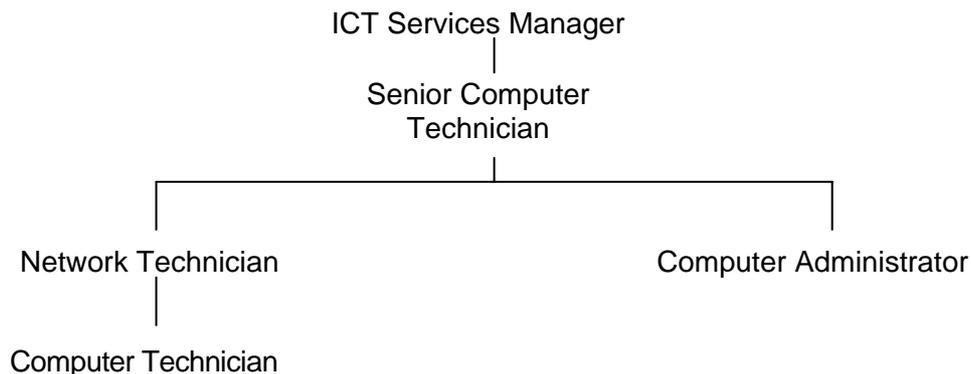
How many members of staff does your service employ?

ICT Manager 1

ICT Section 4

Contact Centre 3.5

ICT Section



The key roles of these posts are:

ICT Manager

Manages the Council's ICT Section

Provides leadership of the section

Provides advice to the Chief Executive, Corporate Management Team and elected members

Attends committees, working groups and outside bodies

Budget Monitoring

Contribution to the collective management of the Council

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

Senior Computer Technician

Implementation and support of revenues, benefits, housing, financials, planning and payroll/personnel systems

Oracle, Microsoft SQL and MySQL database administration

NLPG integration

Computer Administrator

Administer and maintain the Internet and Intranet systems

Purchase all computer related products

Data Protection

Network Technician

Implementation and support of departmental Windows server based systems

Maintain an effective network

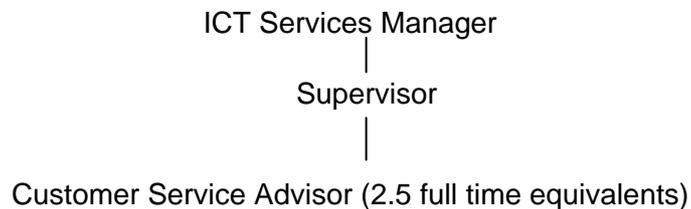
Maintain security access methods from external networks

Computer Technician

Installation and support of all PCs and Printers

Installation of PC based software

Contact Centre



The key roles of these posts are:

Contact Centre Supervisor

- Responsible for the day to running of the Contact Centre
- Liaises with other sections of the Council to promote a better customer experience
- Attends working groups for the Shared Services Contact Centre consortium

Customer Service Advisor

- Deals with all aspects of telephone enquiries and requests for services.

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Computer Services and Contact Centre Service Plan 2010-11

4. RISKS

The ICT Section and the Contact Centre are subject to a number of operational risks. These are assessed using a traffic-light system. The red risks are those that have been identified as high-level risks.

There are no red risks for the ICT section

The red risks for the Contact Centre are outlined below:

RISK DESCRIPTION	CONTROLS
Telephones within the Authority do not work - departments and functions are without telephone communication.	Contingency arrangements are in place with regards loss of telephones.

5. SWOT ANALYSIS

ICT Section

Strengths Stable enthusiastic workforce

Weaknesses Available staff resources mean that some work is not completed in the time frame that users expect

Opportunities Scope for staff to learn new skills as technology changes. This should help keep enthusiasm in their jobs

Threats An ever increasing number of systems to support will reduce the effectiveness of the section.

Contact Centre

Strengths Stable enthusiastic and customer caring workforce

Weaknesses Unable to achieve full back office integration of the computer systems

Opportunities To increase the ability to deal with customer enquiries at the first point of contact

Threats Being a small section means that a combination of holidays and sickness would jeopardise its ability to function without recourse to casual staff

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

6. KEY SERVICE ISSUES OVER THE NEXT 3 YEARS

ICT Section

The following key service issues arising over the next three years will be reflected in the Medium Term Financial Strategy as appropriate.

- Server replacement program
- Develop, test and implement Disaster Recovery plans
- To maintain a network infrastructure that will accommodate the increasing IT requirements of all services
- Integration of the NLPG into all of our systems
- Continued integration of the Government Secure Gateway into our computer systems / network
- Contact Centre enhancement support
- Migrate our current Microsoft active directory 2000 domain to a 2003 domain due to the loss of Microsoft support for 'Windows 2000' in 2010

Contact Centre

The following key service issues arising over the next three years will be reflected in the Medium Term Financial Strategy as appropriate.

- The termination of the 7 year contract for Shared Services Contact Centre in November 2011
- Implementation of replacement telephony and computer systems in quarter 3 of 2011

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

7. ACHIEVEMENTS

ICT Section

This is an update of the Action Plan proposed in the service plan for 2009/10.

Supporting objective	Success Factors /Method of Measurement	Target Date	Responsible Officer	Resources	Progress / Complete
Servers - Server Utilisation and Replacement Strategy. (3 year plan)	Ensure effective use of servers	March 2011	Senior Technician Network technician	Staff and capital expenditure	On Target
Desktop equipment and printing	Keep operational	Ongoing	Computer Technician	Staff	
Networking Infrastructure – Firewall	Prevent unauthorised access	Ongoing	Network technician	Staff	
Intranet and Internet content	Enhance and maintain the content	Ongoing	Computer Administrator and Content Editors in other sections	Staff	
LLPG implementation assistance	All address databases matched and full electronic link achieved to the National Hub (NLPG)	As required	Senior Technician	Staff	In progress
Software Applications – Utilisation and Implementation Strategy	Ensure effective use of software	Ongoing	ICT manager	Staff	
Implement the Government Gateway	All security and network changes completed and connection to the GCSx network authorised	April 2009	Senior Technician	All Staff	Completed

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

Contact Centre

Proposed Action Plan

Supporting objective	Success Factors /Method of Measurement	Target Date	Responsible Officer	Resources	Progress / Complete
Enhance the sections usage for direct customer contact	Greater number of enquiries dealt with at the first point of contact	Ongoing	Supervisor	Staff	In progress
Implement a new telephony and computer system to take over at the end of the current contract	Operational telephony and computer system	Nov 2011	Supervisor Senior Technician	Staff and capital expenditure	Investigation phase

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Computer Services and Contact Centre Service Plan 2010-11

8. PERFORMANCE INDICATORS & TARGETS

The ICT Section is responsible for the following performance indicators:

PI No.	Description	Measure	2004/05 Actual	2005/06 Actual	Target 2006/07	Target 2007/08	Target 2008 /09	Target 2009/10	Target 2010/2011
LPI I1	Number of PC's on the network	Actual	172	178	180	180	190	195	197
LPI I2	Page hits on the Web site	Actual	246,000	390,000	500,000	550,000	600,000	700,000	720,000
LPI I3	Number of major systems supported	Actual	11	11	11	11	11	11	11

The Contact Centre does not currently have any direct performance indicators, but assists in the collection of NI14 data (Avoidable Contact)

9. COMMITMENT TO SERVICE EXCELLENCE – LISTENING TO OUR CUSTOMERS

The ICT section and Contact Centre are focused on delivering excellent services to their customers, but as yet has not conducted any consultation exercises.

10. BENCHMARKING, OTHER PERFORMANCE MANAGEMENT MODELS AND COMPARISON METHODS

Benchmarking, other performance management models and comparison methods. None.

11. FINDINGS OF RECENT INSPECTIONS

Our current Auditors have not as yet performed a full audit of the ICT section or the contact centre. The Government Connect assessors, who have been very pleased with our network security, have inspected us in February this year.

12. INNOVATIVE IDEAS FOR IMPROVEMENTS OR CHANGES TO SERVICE DELIVERY

Replacement of the Contact Centre's telephony and computer software at the end of 2011 to achieve savings on our current £53,000 revenue expenditure.

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

13. WHAT ACTIONS WILL WE TAKE TO IMPROVE OUR SERVICE?

ICT Section

The following Action Plan has been prepared in accordance with the Council's medium Term Financial Strategy.

Corporate Ambition/ Objective:

Key Service Objective	Action	Outcome	Target	Links	Responsible Officer	Resource requirements
	Server replacement	Completion of Phase 3	April 2011		Senior Technician, Network technician	Capital expenditure, staff
	Develop test and implement disaster recovery plans	Successful implementation	September 2010		Senior Technician, Network technician	Staff
	To maintain a network infrastructure that will accommodate the increasing IT requirements of all Services	Functioning network	Ongoing		Network technician	Staff
	Integration of the NLPG into all our systems	Successful integration	Ongoing		Senior Technician	Staff, Capital expenditure
	Continued integration of the Government Secure Gateway into our computer systems/ network	Successful integration	Ongoing		All IT staff	Staff
	Contact Centre enhancement support	Functioning System	Ongoing		Senior Technician	

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

Key Service Objective	Action	Outcome	Target	Links	Responsible Officer	Resource requirements
	Migrate our current Microsoft active directory 2000 domain to a 2003 domain due to the loss of Microsoft support for 'Windows 2000' in 2010	Successful migration	September 2010		Network technician, Computer Technician	Capital expenditure, Staff

Contact Centre

The following Action Plan has been prepared in accordance with the Council's medium Term Financial Strategy.

Corporate Ambition/ Objective:

Key Service Objective	Action	Outcome	Target	Links	Responsible Officer	Resource requirements
	Replacement of the Telephony and Computer CRM system	Successful implementation	November 2011		Supervisor, Senior Technician	Capital expenditure, staff
	Improve the ability to handle customer enquiries at the first point of contact	Higher percentage of calls dealt with at the first point of contact	Ongoing		Supervisor	Staff

RIBBLE VALLEY BOROUGH COUNCIL

Computer Services and Contact Centre Service Plan 2010-11

Appendix A

14. FINANCIAL INFORMATION

Resources - IT Services - 2009/10 OE

	Inflation Rate %	COMPR IT services	
		£	£
<u>Expenditure</u>			
Direct employee related expenses			
- Pay		133,150	
- Ni		10,060	
- Superannuation		21,240	
			164,450
Indirect employee related expenses			
- Training expenses		1,780	
- Employee related Insurance		30	
- Staff medical examinations		40	
- Professional subscriptions		130	
			1,980
Transport related expenses			
- Mileage allowance		430	
- Rail fares		100	
- Vehicle Insurance		610	
- Car parking		20	
- Car leasing		3,430	
			4,590
Supplies & services			
- Purchase of equipment & materials		4,020	
- Communication equipment		2,540	
- Hardware maintenance		8,110	
- Software maintenance		90,550	
- Computer stationery		9,080	
- Subscriptions		160	
- Subsistence		30	
- Security phones		470	
			114,960
Support Services			
- Council offices		7,400	
- Civic suite		1,560	
- Financial services		13,130	
- Organisation & member development		4,660	
			26,750
Depreciation			17,750
			330,480
<u>Income</u>			
Customer & Client			0

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	Inflation Rate %	COMPR IT services	
		£	£
Recharges to Other General Fund Services			-331,300
			-331,300
2009/10 OE			-820
Non recurring items			
Sub-total after removal of non recurring items			-820
Provision for inflation	1.5		-10
2010/11 OE			-830

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Contact Centre - 2009/10 OE

	Inflation Rate %	CONTC Contact Centre	
		£	£
<u>Expenditure</u>			
Direct employee related expenses			
- Pay		57,190	
- Ni		3,600	
- Superannuation		4,090	
			64,880
Indirect employee related expenses			
- Training expenses		500	
			500
Transport related expenses			
- Mileage allowance		520	
- Car parking		20	
			540
Supplies & services			
- Printing & Stationery		300	
- Subscriptions		1,580	
			1,880
Third party payments			
- Contribution cost of contact centre		55,210	
			55,210
Support Services			
- Council offices		6,910	
- Development department		400	
- Financial services		560	
- IT services		11,730	
- Legal services		30	
- Organisation & member development		4,870	
			24,500
			147,510
<u>Income</u>			
Customer & Client			0
Recharges to Other General Fund Services			0
			0
2009/10 OE			147,510
Non recurring items			
Sub-total after removal of non recurring items			147,510
Provision for inflation	1.5		2,210
2010/11 OE			149,720

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Ideas for Efficiencies and Savings (Possible Areas for Reduction and Possibilities of Shared Working)

There are no efficiencies and savings currently envisaged for the IT Section.

The Contact Centre has provision for Casual Workers. These have not been required and this budget of £2,360.00 will be saved. It is hoped that this will be the case in subsequent years.

Replacement of the Contact Centre's telephony and computer software at the end of 2011 to achieve savings on our current £53,000 revenue expenditure.

Potential cost pressures

Potential increase in security expenditure when we receive the new Government Connect requirements.

Opportunities & Requests for Additional Resources

There are no requests for additional services.

Maximising Income

N/A
