



## ***Comhairle nan Eilean Siar***

### ***Management Plan by Department***

*Period: 17/18 - 21/22*

# ***FINANCE AND CORPORATE RESOURCES DEPARTMENT***



## FINANCE AND CORPORATE RESOURCES DEPARTMENT

The Finance and Corporate Resources Department is responsible for:

- the effective management of the Comhairle's financial resources;
- the collection of local taxes and other income;
- Strategic Procurement and the central Procurement function;
- the delivery of Customer Services in Stornoway, Tarbert, Balivanich and Castlebay;
- management of Registration Services in the Outer Hebrides on behalf of the National Records of Scotland;
- the Faire Community Alarm Service;
- the management of the Comhairle's corporate IT services;
- the delivery of benefits, including the Scottish Welfare Fund;
- the Stornoway Town Hall; and
- the provision of financial services to the Comhairle, including Accountancy, Payroll, Internal Audit and Creditor payments.

Finance and Corporate Resources is organised into four service areas:

Accountancy and Customer Services  
 Exchequer Services  
 Information Technology (IT)  
 Internal Audit

### FINANCE AND CORPORATE RESOURCES DEPARTMENT - Accountancy and Customer Services

#### OUR MISSION

The Accountancy Service aims to ensure the effective management of the Comhairle's financial resources, through:

- the production of the Annual Accounts
- the production and monitoring of revenue and capital budgets
- management of the Financial Management System (FMS)
- Treasury Management
- Insurance Service
- the provision of financial advice and support to service departments and Members, including VAT

The service also ensures completion of financial and statistical returns to Government bodies, the Chartered Institute of Public Finance and Accountancy, HM Treasury, etc., and submits claims to regulatory bodies on behalf of Comhairle departments involved in externally funded projects/programmes.

Customer Services aim to provide a consistent, corporate approach to customer service delivery that is implemented throughout the Comhairle.

This service also includes the Registration of Births, Deaths and Marriages and the Faire Community Alarm Service, which provides support to clients throughout the islands as well as out of hours call handling for Comhairle services.

#### OUR VALUES

Acting with honesty and integrity to ensure that duties are carried out in line with our professional obligations.

Working together with colleagues and partners to ensure best use of resources.

We take pride in delivering quality and value for money and look constantly for improvement and efficiency.

#### RECENT ACHIEVEMENTS

Annual Accounts completed on time with no Audit qualifications  
New contract awarded for the Insurance and Asset Valuation Services and contract extended for the Treasury Advisory Service  
Successful Authority Financial upgrades  
Exam success for those sitting CIPFA and AAT exams  
Supporting Community Groups meeting cash flow requirements  
Good response/feedback in Customer Services Customer Satisfaction Survey  
Relocation of Registration with main Customer Services Team

### PLANNING CONTEXT

Statutory Regulations  
External Audit plans  
Central & Local Government constraints  
Treasury Management Strategy  
The Comhairle's Corporate Strategy 2012-17  
Single Outcome Agreement (SOA) 2013-23  
Target Operating Model (Customer Services)  
Workforce Planning

### STAKEHOLDERS

Internal

- other Comhairle departments
- the Comhairle (members and employees)

External

- Scottish Government
- Government agencies
- Community Planning Partners
- European Union (EU)
- Unions
- Funding bodies (e.g. lottery)
- General public
- Tax Payers
- Customers

### Service Profiles

- **Accountancy**
- **Customer Services**

**Business Unit SWOT**

**Accountancy and Customer Services**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Seek to provide good customer service</li> <li>• Professional training (CIPFA and AAT/well trained staff)</li> <li>• Cross training to allow support across a variety of areas</li> <li>• Staff commitment and enthusiasm</li> <li>• Experienced and qualified staff</li> <li>• Good contacts with other Departments</li> <li>• Approachability of senior managers</li> <li>• Good working relationships within the section</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of opportunities and time for CPD</li> <li>• Front office exposure to back office process/policy changes</li> <li>• Tender Prices for capital projects exceed available budget and cannot proceed                             <ul style="list-style-type: none"> <li>~ Reduce risk by pricing project internally with reference to market rates paid on projects currently underway. Increase project budget to take account of price increases since budget was set. Consider the options prior to deciding to re-design project and report through Committees</li> </ul> </li> <li>• Lack of opportunities for career progression within department</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• IT developments/technology - including continued development of Authority Financials to improve processes</li> <li>• Increased demand for Customer Services delivered services</li> <li>• Working with Partner Organisations</li> <li>• Personal development opportunities</li> <li>• Target Operating Model</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Cuts - savings/efficiencies impact on staff numbers and conditions of service</li> <li>• Long term sickness/extended absence</li> <li>• Breaching the threshold for VAT partial exemption.                             <ul style="list-style-type: none"> <li>~ Solution: Continue to monitor position on a regular basis and seek independent review by Comhairle's VAT advisor.</li> </ul> </li> <li>• Loss of cash resources.                             <ul style="list-style-type: none"> <li>~ Solution: Reduce the risk by investing only with the government (DMADF) resulting in loss of interest. Reduce risk by increasing staff resources dedicated to TM.</li> </ul> </li> <li>• Inadequate insurance cover for all risks.                             <ul style="list-style-type: none"> <li>~ Solution: Reduce risk by increasing staff resource dedicated to insurance.</li> </ul> </li> <li>• No cash in the bank.                             <ul style="list-style-type: none"> <li>~ Solution: Reduce risk by investing additional resources in CFF and increase overdraft limit.</li> </ul> </li> <li>• No positions for newly qualified staff</li> <li>• Savings agreed as part of the budget are not realised                             <ul style="list-style-type: none"> <li>~ Monthly reporting to DMT</li> </ul> </li> <li>• Absence of staff in specialist areas in Capital and Treasury Management                             <ul style="list-style-type: none"> <li>~ Solution: Reduce the risk by increasing staff resources trained to carry out work.</li> </ul> </li> <li>• Loss of experienced, long-serving staff throughout council leaves gaps at an operational level</li> <li>• Premium or excess increases.                             <ul style="list-style-type: none"> <li>~ Solution: Reduce the risk by providing training in areas where claims are highest.</li> </ul> </li> </ul>



## Service Profile: Accountancy

### Description:

The service is currently organised around two operational areas covering corporate and revenue activities, as follows:

#### Corporate (7 staff)

Monitoring of the expenditure on the Capital Programme for accounting purposes; monitoring of capital budgets; completion of capital and treasury elements of Annual Accounts; ensuring adequate insurance cover for the Comhairle's properties and employees and managing claims process; management of Treasury function which includes banking, cash flows, money market transactions and the portfolio of long term debt. Co-ordination role with regards to the production of the Annual Accounts and the budget setting and monitoring processes; management and administration of the Financial Management System; and VAT accounting advice.

#### Revenue (8 staff)

Provision of service accountancy to departments and Members including provision of advice and support on a day to day basis, budget preparation and monitoring and year end processes leading up to the Annual Accounts. This team also provides support to specific project teams and working groups as required by services and also provides support to Trading Operations.

### Outputs:

Annual Accounts produced and unqualified audit certificate obtained  
 Budget agreed and Council Tax set in line with timetable  
 Accurate and up-to-date financial information available (via FMS)  
 4 year Capital Programme  
 Quarterly revenue and capital budget monitoring reports to Committee  
 Monthly revenue budget monitoring reports to departments  
 Financial and statistical returns to government and other external agencies  
 Grant claims to agencies in respect of externally funded projects/programmes

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Complete tendering exercise and award contract for Banking Service	Head of Accountancy and Customer Services	01/12/2016	31/05/2017	Operating
Co-ordinate the production of the Comhairle's budget in line with the timetable	Head of Accountancy and Customer Services	01/06/2015	28/02/2018	Operating
Produce Annual Accounts by the statutory deadline with no qualifications.	Head of Accountancy and Customer Services	01/04/2015	30/09/2017	Operating

## Service Profile KPIs:

<b>KPI</b>	<b>Units</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
FCR054: (LO7) Comhairle budget set in line with timetable.	%	100	100	100	100	100
FCR041: (LO7) Annual accounts completed on time and number of qualifications zero	%	100	100	100	100	100
FCR084: (LO7) Accountancy and Customer Services - Percentage of Annual performance appraisals completed.	%	100	100	100	100	100

## Service Profile: Customer Services

### Description:

The team comprise of staff from the Faire Service, the Comhairle Reception, Switchboard and Customer Service team located within Stornoway Town Hall. They are complemented by the customer facing staff in the Balivanich, Castlebay and Tarbert area offices.

To provide a consistent, corporate approach to customer service delivery that is implemented throughout the Comhairle.

### Includes:

- Registration
- Switchboard
- Corporate Reception
- Faire Community Alarm Service
- Harris, Uist & Barra Area Offices
- Town Hall Customer Service Team

### Outputs:

Satisfied customers.

Consistent and informed services to customers.

Expanding range of services through customer services model.

Management of Registration Services in the Outer Hebrides on behalf of the National Records of Scotland.

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Support Channel Shift and promotion of the Comhairle's website	IT Manager	01/04/2014	31/03/2018	Operating
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Support the continued expansion of CRM deployment across council service areas	Customer Services Manager	01/04/2016	31/03/2018	Operating
Review and develop the Customer Service Strategy for implementation within the next Comhairle	Customer Services Manager	01/04/2017	31/03/2022	Operating
Work with service areas to standardise processes and direct customer service tasks to the Corporate Team.	Customer Services Manager	01/04/2017	31/03/2018	Operating

### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
FCR002: (LO7) Percentage of customers satisfied with quality of Customer Services (Town Hall, Stornoway).	%	90	90	90	90	90
FCR065: Percentage of Registration entries without corrections.	%	97	97	97	97	97

## FINANCE AND CORPORATE RESOURCES DEPARTMENT - Directorate (F&CR)

### OUR MISSION

Providing a strategic overview of the Finance and Corporate Resources Department and leads on corporate initiatives.

### Service Profiles

- Directorate (F&CR)



**Primary Strategic Priority:**

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

**Service Profile KPIs:**

<b>KPI</b>	<b>Units</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
FCR090: (LO7) Directorate (F&CR) - Percentage of Annual performance appraisals completed.	%	100	100	100	100	100
FCR088: (LO7) F&CR Department – Percentage of Annual performance appraisals completed.	%	100	100	100	100	100
FCR089: (LO7) F&CR Department - Percentage of exit interviews completed	%	100	100	100	100	100

**FINANCE AND CORPORATE RESOURCES DEPARTMENT - Exchequer Services****OUR MISSION**

Exchequer Services support, buy, pay and collect focusing on the needs of all our customers.

**OUR VALUES**

Customer Culture  
Teamwork  
Innovation  
Operational Excellence

**RECENT ACHIEVEMENTS**

Sustained improvement in Revenues and Benefits performance over a 4 year period  
IRRV Performance Award 2015 - Highly Commended - Revenues and Benefits Team  
Three year funding package secured from Macmillan Cancer Support to continue the benefits advice service  
New pension scheme changes implemented effectively  
Increase in use of corporate mailing contract increasing savings for the Customer  
Participatory budgeting pilot project used for Uist and Barra public bus contracts

**PLANNING CONTEXT**

Procurement Strategy - objectives relating to savings and sustainability  
Welfare Reform changes  
Scottish Government proposals relating to Social Security  
Changes in National Insurance - single tier pension  
Continued development of collaborative procurement at a national and local level  
Implementation of the Procurement Reform (Scotland) Act  
EU directive relating to eInvoicing

**STAKEHOLDERS**

Scottish Government and Government agencies  
Community Planning Partners  
Unions  
General public  
Tax Payers  
Customers  
Benefit Claimants  
Debtors and Creditors  
Landlords  
Department for Work and Pensions (DWP)  
HM Revenues and Customs (HMRC)  
Scotland Excel  
Scottish Procurement  
Macmillan Cancer Support  
Suppliers  
SPPA  
The Highland Council

**Service Profiles**

- **Business Management**
- **Procurement and Purchase to Pay**
- **Revenues and Benefits**

## Business Unit SWOT

### Exchequer Services

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Ability to cope well with change</li> <li>• Ability to use IT systems to deliver efficiency</li> <li>• Experienced team able to undertake a range of tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced resources due to efficiencies mean limited capacity to undertake development work</li> <li>• Income due for social care charges is not collected due to a backlog in processing               <ul style="list-style-type: none"> <li>~ Seek Vacancy Panel approval for additional resources to help clear the backlog</li> </ul> </li> <li>• Teams now so small that unplanned absence can lead to problems sooner than previously was the case</li> </ul>
		<th><b>OPPORTUNITIES</b></th> <th><b>THREATS</b></th>	<b>OPPORTUNITIES</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Increase in outcomes directly contributing to the Comhairle's strategic objectives and the single outcome agreement from more focussed and targeted procurement</li> <li>• Lobby for the delivery of some Scottish Social Security benefits to replace Housing Benefit workload</li> <li>• Improved service for departments by developing more CIPS qualified staff to provide support</li> <li>• Reduced spend due to challenging category analysis</li> <li>• Improved efficiency of payroll related processes using IT systems and improved business processes to reduce departmental errors</li> <li>• Improved customer service using IT system to promote self service</li> </ul>	<ul style="list-style-type: none"> <li>• No time to effectively bed in new team structures due to other pressures, for example, the delivery of workforce planning changes</li> <li>• Backlogs/reduced quality assurance               <ul style="list-style-type: none"> <li>~ Solution: Process improvements, use of IT to reduce the risk of error, eliminate work which is no longer required</li> </ul> </li> <li>• Successful challenge under EU procurement rules               <ul style="list-style-type: none"> <li>~ Solution: Training for Level 2 officers, Level 3/4 training programme (includes works)</li> </ul> </li> <li>• No longer required to deliver a Housing Benefit Service               <ul style="list-style-type: none"> <li>~ Solution: Ensure staff have skills to enable redeployment or expand the services provided by the Revenues and Benefits team</li> </ul> </li> <li>• Severe reduction in number of staff to provide the service               <ul style="list-style-type: none"> <li>~ Solution: Procedure notes to enable cover by other FCR colleagues on basic functions, BCP assessment of critical activities</li> </ul> </li> <li>• IT systems do not deliver a reduced workload</li> <li>• HMRC Assessment identifies significant issues with current processes               <ul style="list-style-type: none"> <li>~ Solution: Action Plan arising from HMRC letter</li> </ul> </li> <li>• Service standard not producing outcomes required by the Comhairle               <ul style="list-style-type: none"> <li>~ Solution: Training and support to implement contract management framework for Care and Children's Services</li> </ul> </li> <li>• Loss of external client income</li> <li>• Deliberate or mistaken non adherence to Comhairle contract regulations               <ul style="list-style-type: none"> <li>~ Solution: Complete Level 1/2 training</li> </ul> </li> <li>• Tender prices exceed budget               <ul style="list-style-type: none"> <li>~ Improve research on cost drivers as part of Procurement Strategy development</li> </ul> </li> <li>• Pressure on staff resources leads to more work related sickness absence</li> </ul>

	<ul style="list-style-type: none"><li>• Contract Management not being carried out ~ Solution: Implement programme for contract management plans</li><li>• Incorrect/inadequate salary or expenses payments invoices/bills/recovery action ~ Solution: Training and briefing sessions, process improvement workshops, QA and SLAs</li><li>• No IT systems ~ Solution: Test Business Continuity Plan arrangement for Payroll systems failure with IT ~ Solution: Test paper based processing systems for instances where the system is unavailable ~ Solution: Test Business Continuity Plan arrangement for Revenues &amp; Benefits systems failure with IT</li><li>• Payment made in error - creditors bank details, overpayment of hours/OT, use of procurement card ~ Solution: Internal Audit regular review of compliance</li></ul>
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## Service Profile: Business Management

### Description:

Providing a comprehensive and efficient business and resource management service to the Finance and Corporate Resources (FCR) Department.

Providing a range of services, including Payroll, Systems Administration and the Stornoway Town Hall.

### Outputs:

FCR Business Plan  
 FCR Budgets and budget monitoring  
 FCR Performance Monitoring Reports  
 Departmental wide administrative systems  
 FCR staff and Health and Safety committees  
 Exchequer Services systems administration  
 Payment of staff and submission of statutory returns  
 System Administration reconciliations  
 Bookable venue (Town Hall)  
 Administration of Pension Scheme  
 Administration of Employee Benefit Schemes

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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**Local Outcome:** 7.1.3 Have in place a programme of continuous improvement.

Implement relevant changes to the HR/Payroll IT System	Business Manager	01/04/2017	31/10/2017	Operating
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### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
FCR051: (LO7) Cost of Payroll Service per transaction.	£	4	4	4	4	4
FCR008: (LO7) Percentage of financial transactions paid on time to employees and members	%	100	100	100	100	100
FCR085: (LO7) Exchequer Services - Percentage of Annual performance appraisals completed.	%	100	100	100	100	100
FCR012: (LO7) Amount of income generated from external lets of the Town Hall	£	12,500	12,500	12,500	12,500	1,042

## Service Profile: Procurement and Purchase to Pay

### Description:

Providing procurement advice and support to departments.  
 Providing Strategic Procurement advice and support to the Comhairle.  
 Paying invoices and creditors.

### Outputs:

Procurement Strategy and Policy  
 Sustainable Procurement Policy  
 Purchase to Pay Action Plan  
 Payment of invoices and ordering  
 Procurement and Sustainable Procurement Policies  
 Administration of Electronic Procurement Systems  
 Procurement advice  
 Negotiate contracts on Comhairle's behalf  
 Access to National and Collaborative contracts

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Implement the Procurement Strategy Action Plan	Head of Exchequer Services	01/04/2014	31/03/2018	Operating

### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
FCR017: (LO7) SPI3: CORP8 - Percentage of invoices sampled that were paid within 30 days.	%	98	98	98	98	98
FCR049: (LO7) Local Spend as a percentage of total spend (non staffing)	%	50	51	52	53	54
FCR020: (LO7) Percentage of annual spend with suppliers > £1,000 that is covered by a contract (as published on Scottish Procurement Information Hub)	%	95	96	97	98	98
FCR052: (LO7) Cost of processing Creditors invoices (£ per inv.)	£	2	2	2	2	2
FCR021: (LO7) Savings achieved through collaborative procurement.	£	35,700	36,414	37,142	37,885	37,885
FCR053: (LO7) Percentage of creditor payments made electronically.	%	98	99	99	100	100

## Service Profile: Revenues and Benefits

### Description:

Ensuring that local taxpayers are properly billed and that all debts are properly accounted for. Ensuring that all debts are pursued and recovered. Ensuring that customers are assisted courteously and efficiently, in paying their debts and in seeking advice on revenues matters.

Receiving, assessing and paying claims for Housing and Council Tax Benefit and the Welfare Fund. Providing advice on claiming Housing and Council Tax Benefit and also giving advice about claiming other related Welfare Benefits.

Undertaking Social Care financial assessment and billing.

### Outputs:

Council Tax income collected

Non Domestic Rates (NDR) income collected

Sundry debt collected

Recovery of arrears

A range of payment methods

Right benefit at right time

Number of completed claim forms for welfare benefits

Completed subsidy claims and returns for the Department for Work and Pensions (DWP)

Supply the Department for Work and Pensions (DWP) with various statistics

National Fraud Initiative Data

Housing Benefit Matching Service

Information transparency and dissemination

MacMillan Benefits Advice Service

Social Care Financial Assessment

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Fully implement the new Revenues and Benefits IT System and Customer Portal	Revenues and Benefits Manager	01/04/2017	31/03/2018	Operating

## Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
FCR030: (LO7) Housing Benefit and Council Tax Reduction: YTD average number of days taken to process a change in circumstances	Days	10	10	10	10	10
FCR023: (LO7) Non Domestic Rates (NDR) - Percentage collected in year	%	98	98	98	98	98
FCR027: (LO7) The cost of collecting Non Domestic Rates (NDR) per chargeable property	£	80	79	79	78	78
FCR028: (LO7) Sundry Debts: cost per invoice.	£	15	15	15	15	15
FCR036: (LO7) Housing Benefit and Council Tax Reduction: number of days taken to process new applications.	Days	25	25	25	25	25
FCR029: (LO7) Sundry Debts - Percentage collected in year	%	87	87	87	87	87
FCR050: (LO7) Council Tax - Percentage collected in year	%	96	96	96	97	97
FCR022: (LO7) Time taken to process a Crisis Grant.	Days	2	2	2	2	2
FCR037: (LO7) Housing Benefit and Council Tax Reduction accuracy checks (determinations)	%	100	100	100	100	100
FCR: (LO7) Time taken to complete a financial assessment	Days	90	90	90	90	90



**FINANCE AND CORPORATE RESOURCES DEPARTMENT - Information Technology****OUR MISSION**

The Information Technology Unit develops, implements and maintains Information Technology related strategies and policies and manages the technical infrastructure over which the Comhairle transacts its business.

Customer Services aim to provide a consistent, corporate approach to customer service delivery that is implemented throughout the Comhairle.

**OUR VALUES**

Our customers are at the heart of all we do.

We promote a positive and professional image of our islands.

We take pride in delivering quality and value for money and look constantly for improvement and efficiency.

Follow emerging technologies so we can keep the Council up to date

ICT security and data protection closely monitored to keep the Council safe

**RECENT ACHIEVEMENTS**

PSN compliance achieved within target date

**PLANNING CONTEXT**

The Comhairle's Corporate Strategy 2012-2017

Single Outcome Agreement (SOA) 2013-23

Future Central Government / Local funding restraints

Technology developments

Human Resources and Budget Strategy

Asset Management Planning

Target Operating Model

Assumption of Corporate buy-in to significant change programme

Fully resourced and funded initiative

**STAKEHOLDERS**

Internal

- other Comhairle departments
- the Comhairle (Members and employees)

External

- Scottish Government
- Government agencies, Audit
- Community Planning Partners
- EU
- Unions
- Funding bodies (e.g. lottery)
- General public
- Tax Payers
- Customers

**Service Profiles**

- **IT Business Support**
- **IT Technical Support**
- **Strategy (F&CR)**

**Business Unit SWOT**

**Information Technology**

		<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>		<ul style="list-style-type: none"> <li>• Dedicated and well trained staff</li> <li>• Team has interest in emerging technologies which could benefit the Council</li> <li>• Experienced teams</li> <li>• Commitment to continuous improvement</li> <li>• Team has keen interest in data security and protection</li> <li>• Cross training to allow support across a wide variety of areas</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of supervision of Business Support Team</li> <li>• Challenged by increasing work pressures</li> <li>• Work pressures hamper research and development</li> <li>• Lack of project management skills</li> <li>• Too many fixed term contracts</li> <li>• Front office exposure to back office process/policy changes</li> <li>• Hurried deployment as a response to continuing demand</li> <li>• Lack of resilience in key areas</li> <li>• Lack of internal IT process and policy</li> </ul>
		<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>		<ul style="list-style-type: none"> <li>• Target Operating Model</li> <li>• HR and Budget Strategy</li> <li>• Increasing demand for service</li> <li>• IT seen as a tool to deliver efficiencies and improvements</li> <li>• Technology developments</li> <li>• Closer working relationship with SWAN / Pathfinder Board which could deliver smarter solutions for the Council to exploit</li> <li>• Add to current skills base so department doesn't need to rely on external contractors to provide certain services</li> </ul>	<ul style="list-style-type: none"> <li>• HR and Budget Strategy</li> <li>• Loss of Data                             <ul style="list-style-type: none"> <li>~ Install software measures to improve security, implementation of good guidance on how data should be stored, Corporate Data Security Policy.</li> <li>~ Raise staff awareness to enhance value of controls.</li> </ul> </li> <li>• Lack of complete Disaster Recovery Plan and Strategy                             <ul style="list-style-type: none"> <li>~ IT Manager to develop Disaster Recovery Plan</li> </ul> </li> <li>• Fixed term contracts</li> <li>• Resistance to Change</li> <li>• Loss of access to computer systems due to a disaster situation at the Comhairle                             <ul style="list-style-type: none"> <li>~ IT Manager to develop Disaster Recovery Plan</li> <li>~ Solution: Reduce risk by implementing local plan with NHS Western Isles</li> </ul> </li> <li>• Lack of supervision of Business Support Team</li> <li>• Violence towards staff.                             <ul style="list-style-type: none"> <li>~ Solution: Training in how to deal with aggressive behaviour.</li> </ul> </li> <li>• Relentless demand for service</li> <li>• Loss of PSN compliance                             <ul style="list-style-type: none"> <li>~ Closer scrutiny of future software/hardware solutions the Comhairle would want to deploy</li> <li>~ Monthly Nessus PSN scans with remediation actions carried out.</li> </ul> </li> <li>• Loss of access to computer systems as a result of Town Hall basement flooded                             <ul style="list-style-type: none"> <li>~ DR plan to be developed by IT Manager</li> </ul> </li> <li>• Lack of ownership for database estate</li> <li>• Possible budget cuts and reduced staff numbers</li> <li>• Increasing demand for services.</li> <li>• Unauthorised use of Comhairle's Social Media accounts</li> <li>• SWAN not delivered on time</li> </ul>



	~ Close monitoring of contract and engagement with SWAN and supplier
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## Service Profile: IT Business Support

### Description:

Development, maintenance and support of corporate applications.

### Outputs:

Adequate software applications that support the business processes of the Comhairle.

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Manage the continued development of the Comhairle website especially the transfer to a fully functional Content Management System (CMS).	IT Manager	01/04/2014	31/07/2017	Operating
Manage the rollout of electronic forms on the website to assist with channel shift.	IT Manager	01/04/2014	31/07/2017	Operating

## Service Profile: IT Technical Support

### Description:

Selection, installation, maintenance and upgrade of all IT infrastructure.

Management of Comhairle's Voice and Data Network.

### Outputs:

A reliable Voice and Data Network and an infrastructure that performs its intended function within a secure environment.

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.</b>				
Implement Email Archiving	Senior Analyst (Technical Support)	01/04/2014	31/12/2017	Capital
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Install backup internet connection at the hospital and extend corporate LAN to hospital for Disaster Recovery purposes	IT Manager	01/04/2016	01/08/2017	Capital
Redesign and implement new Wi-Fi network in HQ for managed mobile devices and public/guest access	IT Manager	01/04/2016	01/08/2017	Capital

### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
FCR003: (LO7) Customer satisfaction with IT services	%	75	75	75	75	75
FCR005: (LO7) Percentage of Helpdesk calls responded to within agreed time	%	95	95	95	95	95

## Service Profile: Strategy (F&CR)

### Description:

Development and maintenance of IT Strategy and supporting policies.

### Outputs:

Committee approved strategy and policy.

### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

### Secondary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
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#### Local Outcome: 7.1.3 Have in place a programme of continuous improvement.

Ensure that the Comhairle's technical security infrastructure meets PSN compliance and that adequate and appropriate procedures are in place to protect all Comhairle data.	IT Manager	01/04/2014	01/12/2017	Operating
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### Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
FCR086: (LO7) Information Technology - Percentage of Annual performance appraisals completed.	%	100	100	100	100	100

## FINANCE AND CORPORATE RESOURCES DEPARTMENT - Internal Audit

### OUR MISSION

The Service's main activities are to provide assurance to those charged with corporate governance and promoting good governance within the Comhairle; and assessing whether internal controls are adequate and operating as expected by focusing our resources on a risk based approach, concentrating on high and medium/high functions/services.

Undertake value for money and 'added value' reviews of service functions within the Comhairle, promoting Best Value.

Undertake special investigations and reviews as requested by the Director of Finance and Corporate Resources, Chief Internal Auditor and / or the Chief Executive.

### OUR VALUES

Provision of a professional Internal Audit service which is compliant with the Public Sector Internal Audit Standards which came into force on 1 April 2013. In addition, in accordance with the mandatory elements of the International Professional Practices Framework (IPPF).

### RECENT ACHIEVEMENTS

Completion of 100% of the approved Internal Audit Plan for 2015/16;

Our appointed External Auditors were able to place reliance on our work; and

A recent independent review of our service stated "overall we concluded that the Comhairle's Internal Audit Section is fully compliant with the Code's requirements and is a service which we can place reliance on."

### PLANNING CONTEXT

As part of agreeing a three year Strategic Audit Plan covering 2016 – 2019 we met with all senior managers within the Comhairle to assess service provision, ranking risk based on a tried and tested method and allocating resources based on the level of risk profile. As part of our planning process we have aligned our audit response to these strategic goals set by the Comhairle in meeting the terms of the SOA. In addition, the new Public Sector Internal Audit Standards (PSIAS) which became effective from 1 April 2013, mandatory elements of the International Professional Practices Framework (IPPF) and this is further supported by the statutory service classification of Internal Audit from October 2014.

### STAKEHOLDERS

Audit and Scrutiny Committee and those charged with Governance roles  
 Senior Comhairle Management  
 Section 95 Officer  
 Residents of the Western Isles  
 External Audit

### Service Profiles

- **Internal Audit**

## Business Unit SWOT

### Internal Audit

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>	<ul style="list-style-type: none"> <li>• Galileo</li> <li>• Low cost service</li> <li>• Full establishment of staff</li> <li>• Positive feedback from Clients</li> <li>• Now a Statutory Service</li> <li>• Availability of a computer auditor</li> <li>• Positive feedback from External Audit</li> <li>• In top quartile in Scotland</li> <li>• Committed and Professional Staff</li> <li>• Receiving good support from Director of Finance and Corporate Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Pressures on a small budget with little or no flexibility</li> <li>• Contingency for investigations and other work</li> <li>• Small Team - high impact if absences occur</li> <li>• Manual File System</li> <li>• Ageing staff profile</li> <li>• Inability to audit medium and low risk</li> </ul>
	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>	<ul style="list-style-type: none"> <li>• Galileo to develop further</li> <li>• Good skills mix</li> <li>• New role and expectations of Audit</li> <li>• Employ an apprentice</li> <li>• Internal Audit key part of Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to access files ~ Solution: Manual procedures document.</li> <li>• De-skilling if training budgets are cut</li> <li>• Serious omission by an Auditor to 'reasonably' identify a material fraud/error which may have significant implications in terms of financial loss/reputational loss to the Comhairle. ~ Solution: File reviews and independent quality assurance reviews on a sample basis annually.</li> <li>• Increase in theft/fraud or irregularities</li> <li>• Auditors who are working outwith the office on their own may be more vulnerable to aggression and/or violence. ~ Solution: Staff to attend violence and aggression training and advised of the Comhairle's policy.</li> <li>• Outsourcing</li> <li>• Inability to support elected Members of the Comhairle who serve on the Audit and Scrutiny Committee in the effective discharge of their responsibilities. Could have significant Corporate Governance implications. ~ Solution: External Audit assessment of Internal Audit and Corporate Governance arrangements.</li> <li>• Inability of the Comhairle's appointed External Auditors to place reliance on the work of Internal Audit. This could result in significant additional charges being made for additional work provided by our appointed External Auditors. ~ Solution: Compliance with the Public Sector Internal Audit Standards (PSIAS).</li> <li>• Corporate Governance failure ~ Solution: Monthly and quarterly reports to Management and Audit and Scrutiny Committee with minimum staffing level of 3 within the Internal Audit section.</li> <li>• Failure of PCs and systems run on them. ~ Solution: Age and capacity of PCs. Annual</li> </ul>



	<p>budgetary provision and Manual procedures document.</p> <ul style="list-style-type: none"><li>• Loss of departments</li><li>• De-skilled staff<ul style="list-style-type: none"><li>~ Solution: Number of staff/Training budget and skills transfer process.</li></ul></li><li>• Serious conflict of interest by an Auditor.<ul style="list-style-type: none"><li>~ Solution: Compliance with the Public Sector Internal Audit Standards (PSIAS).</li></ul></li><li>• Future of Local Government and funding</li></ul>
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## Service Profile: Internal Audit

### Description:

#### Systems Audit

Internal Audit's prime role, as a statutory service, is to offer advice and to provide assurance on the adequacy of the system of internal control operating throughout the Comhairle. The principal mechanism by which this is achieved is by undertaking systems-based audits. The conduct of an audit using this methodology enables auditors to:

- Assess how internal controls are operating in a system, thereby forming a view on whether reliance can be placed upon the system.
- Provide management with assurances that systems are adequately meeting the purposes for which they were designed.
- Provide constructive and practical recommendations to strengthen systems and address identified risks.
- Use findings to feed into an overall opinion on the control framework of the Council, thereby helping to meet the demands of Corporate Governance.
- Furnish appropriate evidence for external audit and other review agencies.

#### Compliance Audit (Central Systems)

These audits are undertaken to provide a level of assurance that the main financial systems of the Comhairle are operating effectively at establishment level. The audits involve the testing of the main systems in operation, including payroll, debtors and creditors in order to ensure the proper and accurate recording of transactions.

#### Contract Audit

Expenditure on both capital and revenue contracts forms a significant part of the Comhairle's expenditure. Therefore it follows that it is necessary to maintain an adequate and effective internal audit of that expenditure. Contract audit within the Comhairle is predominantly conducted using a systems-based approach although this is supplemented by a review of individual contracts or projects.

#### Computer Audit

The Comhairle needs to have sound and robust computer systems to ensure that they produce timely and accurate information in a secure environment thus ensuring that information at a strategic, service and business unit level is available to support the management of the Comhairle.

The CIPFA Computer Audit Guidelines define computer audit as follows:

"The application of auditing skills to the technological aspects of an authority's business processes. It embraces the independent reviewing and testing of the Comhairle's practices and procedures relating to:

- The secure provision of business processing.
- The processes for developing and acquiring new systems and facilities.
- The economy, efficiency and effectiveness of the use and exploitation of IT facilities".

Computer audit within the Comhairle is undertaken using a systems-based approach, undertaking work through our risk-based audit plan and regularly undertake work in the following areas:

- Strategic and organisational IT issues
- Pre and post implementation reviews
- Installation and access control reviews
- Security reviews
- Business continuity planning
- Software control reviews

#### Consultancy and Advice

##### Control Advice for system/procedural changes

In order to achieve this, Internal Audit needs to be advised at the earliest opportunity to assess the extent of their involvement, if any. This could involve the review of project documentation or the attendance at project meetings. However, Internal Audit should not become operationally involved in the system or project as to affect independence.

The document "Computer Audit Guidelines for Comhairle Staff on Standard Controls for Existing and New Computer Systems" has been drafted in order to provide a simple guide on controls for Comhairle staff who use existing computer systems or services or who are involved in the implementation of a new system, including small systems developed in Access or Excel. The Guidelines make reference to relevant Comhairle policies/

guidance and detail the various types of controls and audit trails that should be built into all systems. Finally there is reference to back up and recovery requirements and Business Continuity Planning.

#### Audit Certificates

Where external funding has been provided to the Comhairle it is often a requirement that Internal Audit check and certify the grant claims, returns or accounts. In order to be able to accommodate this work, Service Directors are asked to notify the Chief Internal Auditor at the earliest opportunity .

#### Fraud Investigation

#### Initial Notification

Financial Regulation 13 provides the following requirement with regard to the notification of suspected fraud or irregularity:

“Whenever any matter arises which involves, or is thought to involve, irregularities concerning finance, assets or property of the Comhairle or any suspected irregularities in the exercise of the functions of the Comhairle, the Head of Service concerned will immediately notify the Director of Finance and Corporate Resources. The Chief Internal Auditor will take such steps as are considered necessary to investigate any such matters”.

#### Outputs:

Assess how internal controls are operating in a system, thereby forming a view on whether reliance can be placed upon the system.

Provide management with assurances that systems are adequately meeting the purposes for which they were designed.

Provide constructive and practical recommendations to strengthen systems and address identified risks

Use findings to feed into an overall opinion on the control framework of the Comhairle, thereby helping to meet the demands of Corporate Governance.

Furnish appropriate evidence for external audit and other review agencies.

#### Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

#### Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
<b>Local Outcome: 7.1.3 Have in place a programme of continuous improvement.</b>				
Complete the approved Operational Audit Plan within the agreed timescales as approved by the Comhairle's Audit and Scrutiny Committee.	Chief Internal Auditor	01/04/2014	31/03/2018	Operating
Provide a fraud and irregularity investigation service which safeguards the public pound.	Chief Internal Auditor	01/04/2014	31/03/2018	Operating

## Service Profile KPIs:

KPI	Units	17/18	18/19	19/20	20/21	21/22
FCR044: (LO7) Percentage of Service Audit Reports followed up by individual Services.	%	95	95	95	95	95
FCR045: (LO7) Percentage of audit recommendations accepted by management.	%	90	90	90	90	90
FCR039: (LO7) Cost of Internal Audit per £1m of Net Expenditure	£	1,700	1,770	1,800	1,850	1,850
FCR046: (LO7) Cost of Internal Audit per day recharged to the user.	£	360	380	415	430	430
FCR087: (LO7) Internal Audit - Percentage of Annual performance appraisals completed.	%	100	100	100	100	100
FCR047: (LO7) Percentage of Internal Audit client satisfaction surveys that were positive	%	95	95	95	95	95
FCR048: (LO7) Percentage of Internal Audit reports issued to management within 14 days of completion of field work.	%	85	85	85	85	85
FCR040: (LO7) Percentage of Audit Plan completed	%	80	80	80	80	80