

REVIEW OF THE ICT AND INTERNAL AUDIT ESTABLISHMENT

EXECUTIVE MEMBER: Councillor N. Williams
LEAD OFFICER: Hilary Mitchell, Head of Policy & Performance
REPORT AUTHOR: Georgina Ayling, Head of Finance & Business Development

Summary :

The report details proposed amendments to the establishment, following a service review of the Finance and Business Development department.

Recommendation: The Personnel Panel is asked to approve the following changes to the Internal Audit and the ICT establishment, to improve efficiency and effectiveness:-

- The merging of 2 part time audit posts to create 1 full time Audit Technical Officer post Sc 1/6;
- The addition of an ICT Manager post Sc 42-45;
- The deletion of the Project Manager post Sc 32-34

1. INTRODUCTION

- 1.1 The existing approved structure of the Finance and Business Development department is shown at Appendix A.
- 1.2 Personnel Panel, on 20 December 2007, approved a review of the Economic Prosperity and Sustainability department. This included the transfer of the Contracts and Properties team, from the Finance and Business Development department, to allow the better integration of asset and property management with the strategic development objectives of the Council. It created the management capacity to develop and deal with a range of property related matters and provided additional support to regeneration where projects were being delivered.
- 1.3 The Finance and Business Development establishment was reviewed as part of the 2008/09 budget process. This identified efficiency savings and took account of the proposed move of the Business Development Manager to the Regeneration department.
- 1.4 The original structure of the Audit section accommodated the Audit Technical Officer who only wanted to work part time (15hours i.e. 0.4 FTE), after returning from maternity leave. The Audit Technical Officer posts were graded Sc1/6 to allow flexibility in recruitment, except for the newly approved part time 0.5 FTE post, which had to remain at Sc1/5 as the restructure had to be at no additional cost.

2. ARGUMENT

- 2.1 Following the resignation of the Audit Technical Officer Sc1/6 (0.4 FTE), the remaining part-time Audit Technical Officer Sc1/5 has been working full time in order to help deliver the Audit Plan.
- 2.2 Due to the complex and usually lengthy nature of the tasks involved in systems audit, it is more efficient to employ 1 full time officer than to have 2 part time officers, working separately. Past experience has also shown that it is more difficult to recruit part time audit officers, than full time officers.
- 2.3 This arrangement was on a fixed term basis because of the difference in grade at the top of the scale and the fact that the 2 part time posts only added up to 0.9 FTE. The budget build process for 2008/09 was used to address this, with the proposal of combining the 2 part time posts into 1 full time post on Sc1/6, in line with the other full time Audit Technical Officer post. Savings identified elsewhere in Finance and Business Development were set aside to cover the £4,000 additional cost at the top of the scale.
- 2.4 With regard to the Auditor Sc6/SO2 (Senior Auditor) post, it has always been difficult to recruit anyone with relevant experience or qualifications. Therefore, following the resignation of the Auditor Sc6/SO2, an additional Audit Technical Officer on the lower grade Sc1/6 was recruited. This position could be reviewed, should any future vacancies arise, therefore the deletion of the Senior Auditor post is not proposed at this time.
- 2.5 The audit staffing resources are reviewed on an annual basis, as part of the audit plan process, and the section is staffed to enable reasonable audit coverage to be delivered.
- 2.6 The transfer of the Business Development Manager to Regeneration has reduced the management capacity in respect of the ICT section, which continues to report to the Head of Finance and Business Development. If there is no management post, there is a risk that the ICT section will lack direction and co-ordination and fail to achieve their service objectives. Given the fact that ICT is critical to the delivery of most Council services, this would put the effectiveness of the Council as a whole at risk.
- 2.7 The creation of an ICT Manager post was considered as part of the budget build for the 2008/09 base budget, with the approved provision of £47,499 to cover salary, national insurance and superannuation costs at the top of the scale. A job profile is attached at Appendix B.
- 2.8 As an interim measure, an ICT manager has been appointed on a fixed term basis for 3 months. However, a permanent post would ensure continuity in developing the ICT service.
- 2.9 The post of Project Manager was originally approved to assist in implementing the new financial management system in 2006/07. When this post became vacant in 2007, the opportunity was taken to review resources and to offer this post as a saving in the base budget from 2008/09 onwards. If a project manager is needed in the future, provision can be made in the bid for implementation costs of specific systems.

3. CONCLUSION

- 3.1 The Personnel Panel, having responsibility for employee resource planning, is asked to note that the decisions of Executive and the Council with regard to the budget, have enabled the previous grading anomalies to be resolved and to provide for a more efficient structure within the internal audit section. The experience and qualifications of the local labour market preclude the appointment of a Senior Auditor at this time.
- 3.2 The risk posed by the loss of the Business Development Manager post in the previous organisational structure could be addressed by the creation of an ICT Manager post. The Project Manager post may be deleted from the establishment.

FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)

s.151 Officer's Comments: The budget as approved by members was calculated on the basis that 2 part time audit posts were amalgamated to form 1 full time post on Sc1/6 and hence there is ongoing budget provision for the full time post from 2008/09 onwards. The approved budget also included a bid for £47,499 for an ICT Manager and hence there is ongoing budget provision for this post from 2008/09 onwards. This is partly funded by the saving from the deletion of the Project Manager post and partly from other savings identified in Business Development costs.

MONITORING OFFICER'S COMMENTS: None

IMPACT ON CORPORATE PLAN

The proposed changes to the establishment will contribute to:-

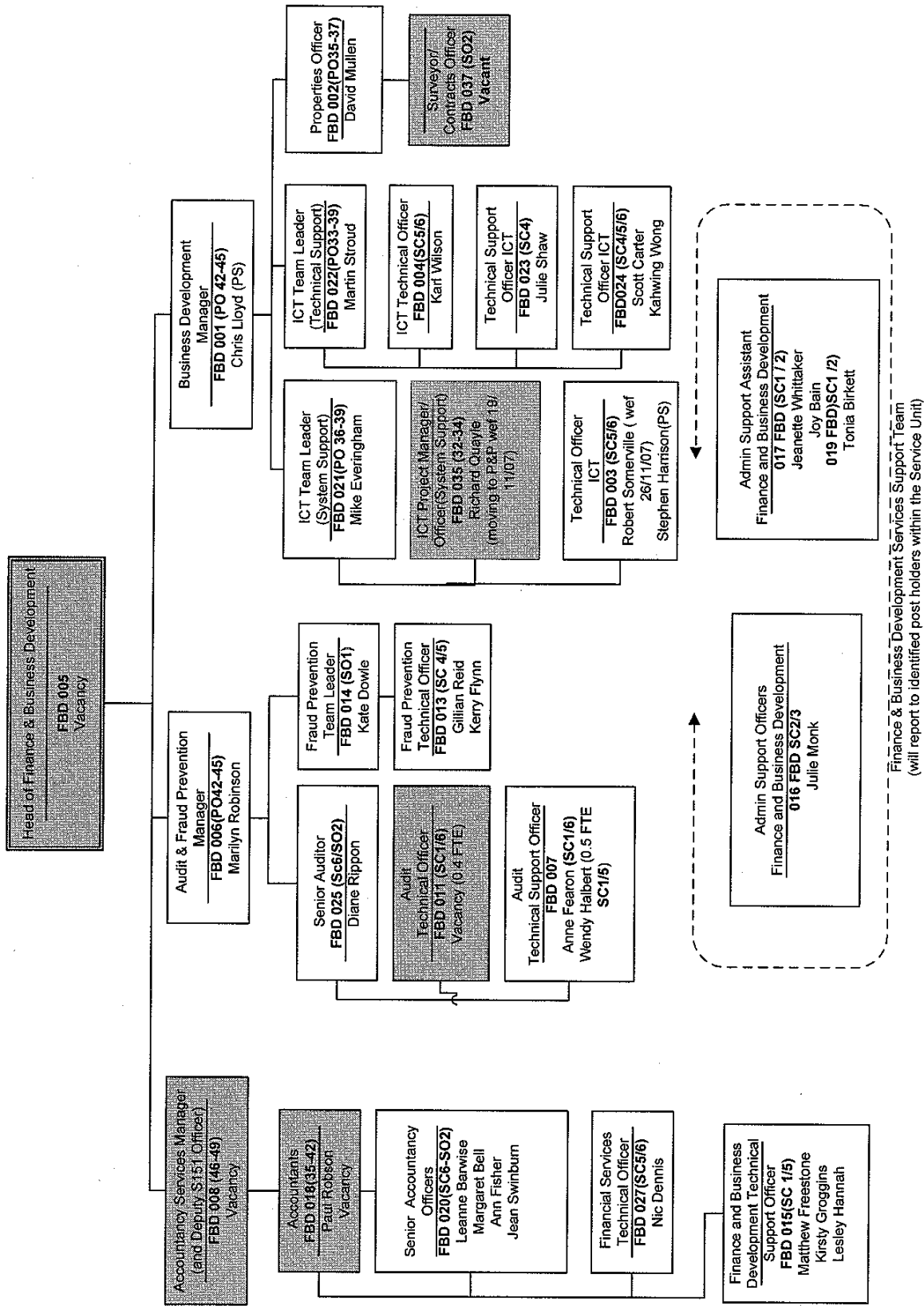
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| 2.7.6 | Deliver an effective audit and fraud prevention process suitable to the needs of the corporate plan and in line with the CIPFA code of practice. |
| 2.5.3 | Broaden access to and delivery of services using appropriate new technology to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice. |


List of Appendices:

- APPENDIX A** Existing approved structure – Finance & Business Development
APPENDIX B Job Profile ICT Manager

List of Consultees: Cllr N Williams, Corporate Team, Human Resources Manager

Background Papers: None



 Copeland Borough Council JOB PROFILE	Job Title	ICT Manager
	Job Family	Manager
	Salary Grade	PO 42-45
	Directorate	Chief Executive
	Service Unit	Finance and Business Development
	Department	ICT
	Ref No	00x FBD
	Date	January 2008

1. MAIN PURPOSE

To manage the provision of ICT services in an effective manner whilst working towards Government targets and initiatives encompassing, e-government, efficiency targets etc.

2. POSITION IN ORGANISATION

Responsible to: Head of Finance & Business Development.

Employees responsible for: 9 FTE's

Context: See structure attached.

3. EMPLOYMENT BASE The Copeland Centre, Catherine Street, Whitehaven

4. SUMMARY OF MAIN DUTIES AND RESPONSIBILITIES

1. To take a proactive role in the identification and the introduction of new systems and techniques to generate efficiencies and improved ways of working
2. Management of all resources required to plan, develop and deliver professional and efficient ICT services including server, Pc and network infrastructure, telephone installation, helpdesk for ICT Services (supported by the Technical Section leader).
3. To establish and maintain full details of all software systems and the like, support and update as required (supported by the Systems Section leader).

Manager Job profile January 2008

4. Lead on the development and delivery of the ICT Strategy
5. To lead on defining and implementing mechanisms for the initiation, justification and funding and prioritisation of ICT projects
6. Project manage specific projects within the service unit.
7. Take an active role in planning and assisting in the delivery of efficiency targets.
- 14 To provide support and advice to Directors, Heads of Services, Managers and project managers, as required.
- 15 To interpret legislative changes and to advise on and recommend that changes are made as and when necessary.
- 16 To represent the Head of Finance & Business Development at Council, Committee and other meetings, as required.
- 17 Support the planning process of the department and in particular lead the production of the sections service plan.
- 18 Review development needs as required of Information Communications staff and provide effective training where necessary

5. CONTACTS

Internal: At all levels, councillors

External: Audit Commission, public and government organisations, members of the public, suppliers, consultants, partners, commercial organisations.

6. SPECIAL FEATURES

This is a specialist post, which requires excellent planning, and communication skills.

This post requires a full commitment and professional approach to maintain and improve the service

Attendance at Council meetings may involve work outside standard office hours.

7. PERSON SPECIFICATION

Criteria	Essential**	Desirable
Education and Qualifications	Degree in ICT or equivalent	Management Qualification Project Management

		Qualification
Knowledge and experience	<p>At least 5 years post qualification experience</p> <p>At least 5 years effectively managing and engaging ICT functions and others to meet key aims and objectives</p> <p>Experience in project management</p> <p>Well developed communication skills with the ability to negotiate, influence and persuade</p> <p>Working effectively in a climate where political sensitivity and confidentiality is crucial.</p>	<p>Experience of dealing with contractors and other third party suppliers</p> <p>Appreciation of Information strategy.</p> <p>Appreciation of business processes, including data networks.</p> <p>Experience of working with elected members</p> <p>Previous local government experience.</p>
Job related skills	<p>Demonstrable capability in:</p> <p>Exchange and SQL administration, networking, firewalls, anti-virus, GIS, etc.</p> <p>Server and infrastructure architecture.</p> <p>PC and Network architecture.</p> <p>Technical assessments</p> <p>Business process hardware</p> <p>MS Server 2003.</p>	<p>Expertise in good ICT practice</p> <p>Competence in a variety of software systems including Ms Office up to 2007</p>

Personal competencies

1	Health and Safety	<ul style="list-style-type: none"> Operates within the Council's health and safety policy and ensures that the Service adheres to safe working practices Takes care of own health and safety and that of others Challenges unsafe practices or behaviours
	Core competence	
2	Equality and Diversity	<ul style="list-style-type: none"> Promotes and ensures that the Service acts in accordance with the Council's equal opportunities and diversity policies. Avoids language, actions and behaviours which may be considered discriminatory or cause offence or discomfort Challenges discriminatory practices or behaviours Respects diversity by listening to and being positive about alternative contributions
	Core competence	
3	Service	<ul style="list-style-type: none"> Implements the rules, principles and culture of Best value within

	Management	<p>the service unit.</p> <ul style="list-style-type: none"> • Manages the Service's business planning and financial processes • Promotes and applies the full range of Copeland Borough Councils policies and procedures • Monitors and evaluates service standards and outputs to effect improved working processes, practices and systems
4	Leadership and People Management	<ul style="list-style-type: none"> • Sets challenging but achievable goals, clearly identifying what is required of self and others • Establishes effective working relationships with Service team members • Delegates work appropriately • Anticipates and manages conflict effectively • Gives constructive feedback • Ensures that employees are developed to their full potential
5	Communication	<ul style="list-style-type: none"> • Makes best use of the mechanisms within Copeland Borough Council to ensure excellent communication • Communicates clearly and with confidence • Listens actively, asks questions, clarifies points and checks understanding • Presents information in a way that promotes understanding • Briefs supervisors and team leaders regularly • Observes confidentiality
6	Delivering Results	<ul style="list-style-type: none"> • Prioritises and manages activities to ensure delivery of service to cost, time and quality • Applies a methodical and systematic approach • Anticipates problems and takes advantage of opportunities as they arise
7	Customer Focus	<ul style="list-style-type: none"> • Implements the Council's Customer Care strategy relative to the work of the service unit • Communicates the importance of the customer perspective to provide and develop quality services • Understands the needs and builds effective relationships with internal and external customers • Focuses on meeting customer expectations
8	Self Management and development	<ul style="list-style-type: none"> • Keeps relevant knowledge and expertise up to date • Has a positive and resilient approach • Is conscientious and committed to meet service objectives • Displays fairness and integrity • Pays attention to self development • Welcomes and acts on personal feedback
9	Impact and Influence	<ul style="list-style-type: none"> • Presents a positive and professional image of self, team, department and Council • Wins support for ideas and action plans • Reaches positive and constructive agreements with others • Anticipates and prepares for others reactions
10	Behaving ethically	<ul style="list-style-type: none"> • Complies with legislation, industry regulation, professional and organisational codes of practice • Shows integrity and fairness • Is open, yet diplomatic, with others

		<ul style="list-style-type: none">• Remains objective and fair even when personal issues are at risk
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**** the requirements stated as essential should form the basis for the Shortlisting exercise**

Prepared by.....

Date.....