

## **Budget Proposals 2022/23**

Service Area	Revenue Budget £
Digital Tameside	4,844,580
Financial Management	2,566,010
Risk Management & Audit Services	1,719,070
<b>Grand Total</b>	<b>9,129,660</b>

### **Service Objectives – Financial Management**

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and to appoint a Chief Financial Officer (CFO) to have responsibility for those arrangements. The CCG has its own governance structure which states that the Chief Executive as the Accountable Officer as set out in the Health and Social Care Act. Since October 2017 Tameside Council and Tameside and Glossop CCG have a joint CFO which represented the start of an integration of the finance teams from the Council and the CCG.

The work of the Financial Management Team mirrors, in a wider way, the role of the CFO and is defined and described as:

- Being key members of the Strategic Commission's (Council and CCG joint leadership teams), helping them to develop and implement strategy and to resource and deliver the organisation's objectives sustainably and in the public interest;

### **Service Objectives – Finance Management**

- being actively involved in and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered and aligned with the organisation's financial strategy;
- leading the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively;
- delivering and developing a finance function that is resourced to be fit for purpose and continuously improving;
- being appropriately qualified, suitably experienced, competent, confident and authoritative.

Financial Management aims to deliver consistently high quality financial support and advice to the strategic commission and our external customers and ensure that the key outcomes of an effective, efficient and economic financial management service are delivered.

The service plays a vital part in delivering some of the Strategic Commission's key Governance outcomes; the annual capital and revenue budgets, the Medium Term Financial Plan, the production of the annual accounts, regular revenue and capital monitoring and forecasting and treasury management are just a few examples.

## **Service Objectives - Risk Management and Audit:**

The Internal Audit Team provides the statutory obligations to have an effective internal audit regime for the Council and are a key part of ensuring that the Council assets and processes are adequately safeguarded. It provides an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. This is delivered by:

- Undertaking risk based audits to review and assess internal controls;
- Providing consultancy and assurance work;
- Completing system sign offs to ensure new/updated systems have effective controls;
- Investigating allegations of fraud and irregularity; and
- Ensuring recommendations have been implemented by carrying out post audit reviews.

The Risk, Insurance and Information Governance Team work alongside the Internal Audit Team to ensure:

- A risk management system is in place to identify, assess, evaluate and report risks;
- Cost effective and appropriate insurance cover is in place;
- Advice and guidance is provided in relation to business continuity planning;
- Compliance with data protection legislation namely UK GDPR and the Data Protection Act 2018.

The NAFN Service which is a hosted service and externally funded provides an extensive range of data and intelligence services nationally to local authorities, other public bodies and housing associations. It has embraced change through innovation and the introduction of new services responding to new legislation and member's needs in the context of a rapidly advancing digital world and the ever changing threats from crime and fraud. It is now widely regarded as a centre of excellence for public sector data and intelligence.

# Appendix 13 Director of Finance and IT Budget Proposals

## Service Objectives - Digital Tameside

Information Technology underpins and supports the strategic objectives of the organisation and has a fundamental role to play in improving efficiency, streamlining business processes, enabling new delivery mechanisms and underpinning transformation change programmes.

The service aims to provide :

- Consistently high quality support and training for day to day operational systems,
- Fit for purpose equipment and solutions for users to make the most of the technology available,
- High speed, resilient connectivity in Council buildings and to the Internet,
- Robust and secure infrastructure providing full disaster recovery facilities for on-premise hosted systems,
- Pro-active advice and guidance to support system implementations, upgrades and advancements,
- Pro-active advice and guidance to support service improvements and transformation change programmes,
- High quality accessible websites,
- Effective Cyber Security keeping the Councils Digital assets safe.

## Services Delivered

The work of the IT Service includes:

- Service desk and associated support.
- Build and deployment of user devices including phones.
- System commissioning, deployment, management and support/maintenance/security.
- Data Centre commissioning, management and support/maintenance/security.
- Networks deployment, management and support/maintenance/security.
- Website commissioning and support/maintenance/security
- Cyber Security

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	5,317,720
Premises Related Expenditure	326,540
Transport Related Expenditure	199,660
Supplies and Services	4,393,120
Recharge Expenses	22,065
Capital Items & Reserve Movements	235,830
Third Party Payments	234,005
<b>Expenditure Total</b>	<b>10,728,940</b>
<b>Income</b>	
Recharge Income	(1,067,170)
Customer and Client Receipts	(345,740)
Government Grant Income	(143,370)
Other Income	(43,000)
<b>Income Total</b>	<b>(1,599,280)</b>
<b>Grand Total</b>	<b>9,129,660</b>

# Appendix 13 Director of Finance and IT Budget Proposals

## Digital Strategy

For everyone every day

### Core Themes

### Foundations

### Priorities



1

**At the forefront of responsive and ubiquitous high quality digital public services.**

- 1.1 Single economy wide digital front door offering public services that are joined up, user-friendly and make sense.
- 1.2 Using technology and Artificial Intelligence to deliver better services and smarter, tailored digital interactions.
- 1.3 World class accessible, engaging and targeted digital communication channels.
- 1.4 Sharing and using open data to improve and develop services.
- 1.5 Empowering Citizens to access and manage the information that is held about them.
- 1.6 Smart health and social care.



2

**Highly skilled and agile workforce confident in using technology.**

- 2.1 IT literate, self-sufficient workforce, confident (comfortable?) in their use of technology through access to effective training and online support.
- 2.2 Using artificial intelligence and automation technologies to enable smarter interactions.
- 2.3 Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.
- 2.4 Using common approach to transformation (Squad based).
- 2.5 Using sound business intelligence/predictive analytics to share data intelligently, inform service delivery and support transformation.
- 2.6 Network of super users and Digital Champions.



3

**Strong and sustainable economy maximising digital opportunities.**

- 3.1 Supportive environment and culture to attract and grow digital businesses.
- 3.2 Tameside businesses adopting and exploiting digital solutions.
- 3.3 Tameside recognised as a leader in specialist digital technology such as e-health and manufacturing.
- 3.4 Digital quarter: destination of choice for digital businesses with favourable conditions, space & opportunities.
- 3.5 e-commerce support and advice for local businesses.
- 3.6 Support businesses to up-skill their workforce where needed.



4

**Sustainable digital eco system which provides the building blocks for transformation.**

- 4.1 Robust, resilient & secure enterprise infrastructure.
- 4.2 Well-designed integrated systems that make use of artificial intelligence, automation/workflow and joined up data.
- 4.3 Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems and support.
- 4.4 Reduce the creation, processing and storage of paper.
- 4.5 Collaborative, secure and fully integrated information storage and sharing across the economy.
- 4.6 Investment in R&D in order to actively exploit emerging technologies.



5

**Opportunities for people and business to fulfil their potential through technology.**

- 5.1 Strengthening our Digital Talent pipeline.
- 5.2 Helping everyone to become skilled and confident in order to use digital enabled services and be safe on-line.
- 5.3 Diverse learning opportunities for digital skills for all.
- 5.4 Giving children the best start through digital innovation.
- 5.5 Digital accessibility and engagement for all.
- 5.6 Helping communities to support each other through superior on-line support and use of social media.



6

**Fast resilient digital infrastructure connecting all communities.**

- 6.1 Single digital infrastructure available for all public sector bodies including schools and colleges.
- 6.2 Competitive and world class digital infrastructure.
- 6.3 Fast and affordable internet access for all.
- 6.4 Expand free wifi across all communities and be at the forefront of 5g rollout.
- 6.5 Widespread availability of information/service access points/terminals in public spaces.
- 6.6 Using technology to make our communities safer.

Cyber Safe and Secure with full GDPR compliance and Information Governance  
Guarantee security and privacy of the systems that hold public data – people should have absolute confidence in what's happening to their information.

Marketing and Communications

# Appendix 13 Director of Finance and IT Budget Proposals

## Financial Management Achievements and Successes in 2021/22

The integration journey between the Council and CCG finance teams continues and has enabled the integration of financial reporting to the Executive Cabinet and Strategic Commissioning Board on a consistent basis, allowing the analysis of £1bn of spend, ensuring greater visibility as to the effectiveness of the spending decisions to maximise outcomes for residents, and supported by the expanded Integrated Better Care Fund.

Integration of the workforce continues with key senior staff now working across both the Council and CCG, and with both teams learning from each other. The embedding of new staffing structures has been successful, however the financial management team, in common with many local authorities, has struggled to recruit staff with the appropriate skills and experience and a number of vacancies remain. The rotation of Finance Business Partners has been very successful, generating significant cross-organisational learning, and allowing staff resources to be prioritised to better align support to services and focus on the areas of greatest organisational risk.

Both sets of statutory accounts were produced on time to revised timescales following the covid pandemic, although still waiting for final sign-off from the External Auditor. The 2021/22 budget proposals relied on no further use of reserves, but did rely on the achievement of £8.9m of savings: to date, and following improved reporting and accountability around savings, all saving are on target to be achieved.

Work and relationships with schools continues to be good. There continues to be increasing pressures and underfunding of the High Needs part of the budgets. Plans for a new build Hawthorns Schools are being developed. A recovery plan for high needs spending has been submitted to the DfE to aim to recover the deficit and has the full support of schools. There continues to be robust challenge and monitoring to support those schools who are in deficit, and in preventing further schools from entering into deficit.

The Council's relationship with STAR procurement continues to develop, with a focus on ensuring contract compliance, achieving Value for Money and efficiencies, and enhanced Social Value.

The ongoing Covid pandemic continues to present challenges for some in the teams, and ensuring the mental health and wellbeing of the team remains a priority.

The 2021/22 budget monitoring process has been robust with additional resources targeted at high risk areas, notably the demand-led budgets of adults and childrens. This has provided the financial management team with greater knowledge with which to prepare the 2022/23 budget, including significant savings plans which have been developed with the Directorates, alongside robust monitoring, delivery and reporting mechanisms. This, along with the newly produced Corporate Charging Policy, will help to ensure the plans remain on track during 2022/23 and beyond.

# Appendix 13 Director of Finance and IT Budget Proposals

## **Financial Management Priorities for 22/23 and beyond:**

There is uncertainty around the future structure of CCGs and way that the health system is funded which will impact on how the integrated team operates. Despite this uncertainty it is important to continue with the development of the team and service offer in 2022/23. Specifically, the aims, objectives and key priorities are:

- Continued development of the integrated and robust 5 year rolling medium term financial strategy aligned between Council and health services.
- Support the organisation to move to a more sustainable revenue budget position that focuses on delivery and accountability.
- Review the Council's Capital Programme, aligning the spending aspirations with the capital strategy and disposals plans.
- Review all fees and charges, and implement the Council's new Corporate Charging Policy, to maximize available income in support of the Budget Strategy.
- Support the newly formed Transformation Team as they develop the cross cutting enabling programmes to support all Council and CCG services to deliver on ambitious efficiency targets.
- Continue to provide enhanced support to the demand-led budgets of Adults and Childrens to understand trends and demographic pressures.
- Work alongside the Adult Services Directorate to safely and effectively implement the White Paper, including the cap on Care and the Cost of Care model.
- Continue to review staffing structures and to develop staff by providing development opportunities, including staff rotation.
- Continue the integration journey by further sharing work tasks and cross skilling the team, providing opportunities for job rotation and work experience across the breadth of the Directorate.
- Continue to develop the treasury management strategy to maximise returns within the policy framework
- Produce the financial accounts on time and to a high quality and continue to improve their presentation and readability
- To roll out and embed the new financial regulations and develop a training package to support budget holders understand their role in operating within the updated financial regulations.
- Support the organization to recover from the Covid Pandemic, and take opportunities afforded by the Build Back Better and Levelling up agendas.
- Gain Accreditation in the NHS Finance Skills Development and become the first integrated team to gain accreditation

# Appendix 13 Director of Finance and IT Budget Proposals

## **Risk Management and Audit – Achievements and Successes in 2021/22**

The internal audit plan continued to respond to Council priorities and new risk profiles and the revised plan delivered. Reactive work was delivered in terms of fraud/irregularity work and new/amended processes/systems to ensure the control environment remained robust.

Assurance work and fraud investigations have continued to be undertaken in relation to the Business Support Grants/payments provided in response to COVID-19

The corporate risks have been reviewed and reported on a regular basis.

Responsive work in relation to information incidents has been provided together with proactive work to support services conduct due diligence reviews (Data Protection Impact Assessments) for new/amended data sharing and processing arrangements to ensure compliance with data protection legislation.

NAFN continues to grow and develop its service offer and has continued to provide alerts and intelligence to members regarding suspected fraud and worked with BEIS to provide and share intelligence in relation to COVID-19.

## **Risk Management and Audit - Priorities for 22/23 and beyond:**

To deliver the Audit Plan for 2022/23 which will remain responsive to changing priorities and provide a reactive fraud/irregularity response service.

To review and improve the risk management process in place and further develop operational risk registers and business continuity plans to respond effectively to any incidents affecting service delivery.

To continue to provide advice and guidance in relation to risk and insurance to ensure appropriate covers are in place and risks managed to enable claims to be defended.





To deliver the Information Governance Work Plan and ensure the Council is fully compliant with UK GDPR and the Data Protection Act 2018.

NAFN will continue to deliver a national data and intelligence service to public sector members, seeking new opportunities to expand and delivering a transformation project in terms of it's ICT infrastructure and systems.

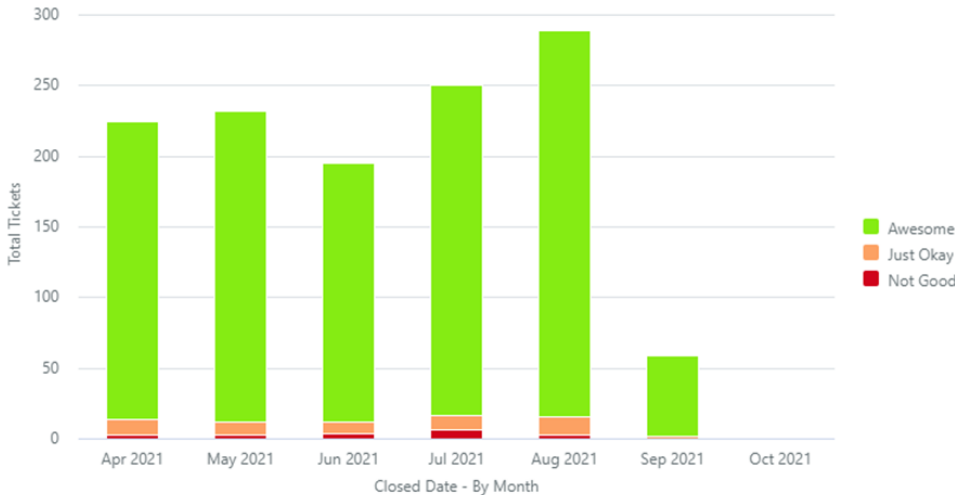


## How is the service performing?

### Corporate Health Oct 2021

IT	C26	IT Support Tickets		1,854	1,976	Aug 2021	↑		
	C27	Tickets Resolved at First Contact	Support tickets resolved without IT staff adding any notes or replies	49.96%	55.16%	Aug 2021	↑		
	C28	Tickets Resolved after 48+ Hours	Support tickets with resolution times greater than 48 hours, whether resolved at first contact or not	10.09%	7.89%	Aug 2021	↓		
	C29	Average Ticket Resolution Time		16h 27m 58s	11h 12m 4s	Aug 2021	↓		

Total Tickets grouped by Satisfaction Rating



Total Tickets - SLA Status - No. of





## Digital Services - Achievements and Successes during 2021/22

- A review of the service has been undertaken with help from SOCITM (Specialist IT Consultancy) and consultation with services and groups from across the Council. This has led to a new Operating Model being developed which should provide the skills and capacity that the corporate IT Service require to deliver on key agendas such as the Digital Strategy, Cyber Strategy, Office 365 roll-out, alongside the emerging Transformation and Work Smart programmes. Final agreement on the speed and extent to which the Council adopts this new model is yet to be finalised. The initial “priority” phase of implementing the new model will see additional skills and capacity into Cyber Security and deployment of Office 365.
- Implementation of Microsoft Teams Meetings first
- Re-location of Data Centre from Rochdale to new state of the art facility located in Ashton Old Baths. Initial phase of moving all TMBC hosted systems from Rochdale to the Tameside Hospital Data Centre is complete. Building the new server infrastructure in Ashton Old Baths DC is underway in readiness for hosted systems being migrated to their new permanent home.
- Implement new Disaster Recovery facility at TGH.
- Continue to upgrade all Council sites to ensure they have fast, flexible and secure cabled and Wi-Fi networks in place.
- Completion of programme to upgrade all servers onto supported version of operating systems, databases and third party software.
- Redesign of network to support homeworking to ensure its resilient and fit-for-purpose for long term permanent home working arrangements.
- Upgraded GIS solution.
- Removed desktop phones and moved all telephony to either Contact Centre system or Teams
- Started a programme to standardise Councillors technology and drop in sessions.
- Launched new protocol for Digital Solutions to ensure that all solutions used by the Council meet the required digital standards, are compliant from a cyber-security and information governance point of view, are fit for purpose, have appropriate maintenance and support arrangements in place from the start, have compliant procurement mechanisms and appropriate contract management arrangements, have an ongoing technology/development “roadmap”, and are a sound investment.
- Create a single register of all IT systems in operation across the organisation and implement a process to effectively manage the life cycle of all systems.

# Appendix 13 Director of Finance and IT Budget Proposals

## **Digital Tameside – Vision and Key Priorities:**

We will continue to invest to create world class enterprise digital infrastructure which will keeping our data safe, our services resilient and support collaborative working across the sector.

We will ensure that our employees understand both the benefits and risk of the Internet and how to keep themselves safe.

We will make Tameside the best connected borough in the UK. We want to ensure that all businesses, residents and public services all have access to a world class digital infrastructure.

Through the delivery of the Digital Strategy and the Inclusive Investment Strategy we will aim make Tameside the place in Greater Manchester to come and do businesses, a place where the local economy is prospering, a place where the adoption and exploitation of digital technologies is widespread and successful, and place where St Petersfield Digital Quarter is recognised as the thriving destination of choice for technology companies.

The Digital revolution also offers Public Services a huge opportunity to transform the way it works. We can use technology to empower our workforce and improve our efficiency, helping them to work more flexibly and using technology to improve quality, outcomes and save money.

We will have a workforce that is equipped, confident and competent to use technology to deliver new services that are more efficient, more inclusive and more convenient.

To support this transformation in the way we work, and ensure that the services we deliver are reliable, secure and robust the Council will also invest in its core IT infrastructure to keep it fit for purpose. We will invest time and resources to ensure we have the right technology platforms in place, and through ongoing research and development keep abreast of emerging technologies and the opportunities it can bring.

We can also use Digital to better join up the way we work with our partners as well as change the way we deliver services to the public making them easier and more convenient to access.

We will offer digital access to public services that is joined up, user-friendly and makes sense and we will foster innovation by engaging with best digital practice to find better solutions to local problems.

# Appendix 13 Director of Finance and IT Budget Proposals

## **Digital Tameside – Priorities for 2022/23 and beyond:**

Continued development and implementation of the new Operating Model, which should provide the skills and capacity that the corporate IT Service require to deliver on key agendas such as the Digital Strategy, Cyber Strategy, Office 365 roll-out, alongside the emerging Transformation and Work Smart programmes. Final agreement on the speed and extent to which the Council adopts this new model is yet to be finalised. The initial “priority” phase of implementing the new model will see additional skills and capacity into Cyber Security and deployment of Office 365.

Implementation of Microsoft Office 365 including

- Teams for collaboration across the organisation and beyond.
- Upgrade of Outlook, Word, Excel and PowerPoint from 2016 to latest versions.
- Migration of files from shares to SharePoint.
- Implementation of OneDrive.
- Development of extensive user training resources.

Deliver Cyber Security Strategy and Action plan and achieve Cyber Essentials and IA SME cyber accreditation.

Delivery of the Digital Strategy and associated Cross Cutting savings projects including paperless working, centralised telephone system, printing review and agile working for front line staff.

COVID-19 has already changed the ICT landscape. New ways of working mean we are becoming more reliant on technology or using it in a different ways. In the short term new requirements are emerging including:

- Equipping key meeting rooms to support hybrid face-to-face and Video conferencing.
- Equipping people to work at home safely and effectively.
- Removal of telephone handsets from desks, and ensuring staff who need a phone extension have the appropriate access via Skype for Business or the Unexus Call Handling system, ahead of the move to MS team telephone.

As we begin the return to office working, we need to ensure that the technology within our buildings and office spaces is working effectively following 18 months of none or limited use, and ensure that it's fit-for-purpose in relation to new working arrangements/practices.

In the medium and longer term the impact of work force reform and review of our buildings will also lead to changes in the work plan and re-alignment of investment in ICT infrastructure such as Wi-Fi, switches and security improvements to frame rooms in some locations.

With such a large and wide ranging work programme engagement with Services regarding new or additional ICT requirements will take place.

Expansion of the borough's public Wi-Fi network

Commercialization of the new Data Centre – the 1st such facility in the borough.

# Appendix 13 Director of Finance and IT Budget Proposals

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Other service pressures	IT Revenue budget pressures	112	98	(11)	0	0
Other service pressures	IT Investment for cyber security and Office 365	420	0	0	0	0
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	288	165	169	172	176
		<b>820</b>	<b>263</b>	<b>158</b>	<b>172</b>	<b>176</b>

## 2022/23 IT Investment Budgets

2022/23 Budget		Investment Areas for 2022/23
<b>XI000102 Systems/Misc</b>		
Computer Software	£845,590	Primarily Microsoft products including Windows, Office, Teams and other business productivity tools. IT support systems including the Service Desk, training support and equipment. Some corporate solutions such as BACs and document management.
Core Hire	£9,030	
Internal Vehicle Fuel Costs	£500	
Professional Services	£30,000	
Staff Car Park Passes	£700	
Subscriptions	£2,680	
Workshop Recharges including Misuse & Damage Costs	£700	
<b>TOTAL</b>	<b>£889,200</b>	
<b>XI000103 Data Centre</b>		
Computer Hardware Maintenance Costs	£47,560	Ongoing maintenance and support costs for software and hardware that is used in the primary and DR Data Centres.
Computer Hardware Purchase	£2,000	
Computer Software	£127,700	
<b>TOTAL</b>	<b>£177,260</b>	
<b>XI000104 Networks &amp; Telephony</b>		
Computer Software	£4,050	Ongoing maintenance and support for software and hardware in relation to the Council's network infrastructure.
Network Equipment/Setup	£20,000	
Network Maintenance/Rental	£65,750	Call Centre Telephone System renewal, support and maintenance.
Professional Services	£9,800	
Telephone Equipment Repairs & Maintenance	£72,730	
<b>TOTAL</b>	<b>£172,330</b>	

## 2022/23 IT Investment Budgets

2022/23 Budget		Investment Areas for 2022/23
<b>XI000105 Cyber/Security</b>		
Computer Hardware Maintenance Costs	£10,130	Ongoing maintenance and support for software and hardware used for the purpose of protecting the Council's network and data. Testing and accreditations costs.
Computer Software	£11,340	
Security Services	£99,930	
<b>TOTAL</b>	<b>£121,400</b>	
<b>XI000107 ICT Replacements/Investments</b>		
Computer Software	£97,390	Replacement of Data Centre and Network equipment and purchase of perpetual licences for the same purpose.
Network Equipment/Setup	£472,190	
Professional Services	£10,000	Budget includes annual contribution to reserves to fund IT investment and device replacement.
Transfers to/from Reserves	£690,230	
Use of Reserves	(£231,470)	
<b>TOTAL</b>	<b>£1,038,340</b>	
<b>XI000108 AOB Data Centre</b>		
Computer Hardware Purchase	£28,660	Provision of FM managed services and power for the new Data Centre.
Electricity	£16,630	
Fee Income	(£33,500)	Income from commercial operation of part of the Data Centre.
Professional Services	£60,940	
<b>TOTAL</b>	<b>£72,730</b>	
<b>XI000150 Managed Service</b>		
IT Equipment	£318,460	User equipment for new starters and scheduled laptop/PC replacements (funded from IT replacements/Investments smoothing reserve)
Use of Reserves	(£318,460)	
<b>TOTAL</b>	<b>£0</b>	