

**National Library of Scotland  
Corporate Plan 2013-2014**

**Appendix B: Shared Services Annual Operating Plan 2013-14**



**National Galleries of Scotland (NGS) and National Library of  
Scotland (NLS)**

**Shared Services Annual Operating Plan  
2013-2014**

**12 March 2013**

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## 1. Introduction

The Annual Operating Plan for shared services is to be approved prior to the start of each financial year by both National Galleries of Scotland (NGS) and National Library of Scotland (NLS) Boards of Trustees. The plan and budget for 2013/2014 are summarised below. Further project detail is provided within the project planning and management documents.

## 2. Resources and budgetholder

Project		Allocated Funding £'000s	NGS & NLS in kind resource £'000s
Operational Governance			40
Information Systems/IT		35	50
Finance		15	40
Human Resources		15	50
Internal Audit and Review			20
Health and Safety			
Commercial trading			
Digitisation		10	20
External Affairs and Development			
Estates	Feasibility	15	
	Security (NGS)		
	Procurement (NLS)		5
	Facilities Management (NGS)		
	Business Continuity (NLS)		
	Project Management (NGS)		
Staff Costs including TUPE		148	
Contingency/other		21	
Funding & Resources Totals		259	225
Budgetholder: NGS Head of Finance & IT			

The allocated funding identified in the table above is provided by Scottish Government, ring fenced from normal NGS and NLS budgets. It is apportioned equally but channelled

through the National Galleries of Scotland. The funds identified include carry over budget from 2012/2013 of £159k as well as £100k of new money for 2013-2014.

The Shared Services Budget will be held by the Head of Finance & IT, NGS and managed within the NGS procurement/financial system on behalf of the Shared Services Programme Manager.

The resources allocated by NLS and NGS represent estimates of the time spent by key employees in support of shared services projects.

Where there is no funding or resource figure identified, there is currently no formal activity or allocation although sharing of ideas and policies continues in these areas. The only new budget heading since 2012/2013 is 'digitisation' where a collaborative activity is envisaged to develop further an outline proposal submitted to the Heritage Lottery Fund (HLF) Skills for the Future Fund in February 13. If successful, significant funding could then be awarded by HLF to fund the project.

### 3. Governance

In approving the overall level and allocation of funding, the Boards of NGS and NLS delegate to the Shared Services Programme Board the power to reassign budget between projects as long as within the overall total budget described above. The Programme Board will keep the Boards of Trustees informed of any significant changes.

The Shared Services Governance Board was disbanded in early 2013 in light of the mature status of the programme of work and existence of the Shared Services Programme Board which meets regularly to manage and assess the programme of work. In recognition of this change, the Memorandum of Understanding between the parties has been updated and membership of the Programme Board has been expanded to include the National Librarian and Chief Executive, NLS and the Director General, NGS. Project proposals for each area will be brought from the Programme Board to the two Boards of Trustees for decision, prior to progressing to the next phase. The three phases are

- **Feasibility**
- **Systems integration**
- **Managed service**

Boards of Trustees meeting dates & expected decision points:

NGS Board date	NLS Board date	Approvals sought
27 March 2013	28 March 2013	Annual Operating Plan for 2013/14 Revised ToR for Shared Services Programme Board Updated Memorandum of Understanding
17 June 2013	24 June 2013	Annual Review of Achievements 2011/12 Annual Review of Achievements 2012/13 Report on pilot phase of HR managed service Service Level Agreement for shared IT

		infrastructure
02 Sept 2013	23 Sept 2013	Decision to move to HR managed service Service Level Agreement for HR service
18 Nov 2013	4 Nov 2013	tbc
27 Jan 2014	16 Dec 2013	tbc
31 March 2013	tbc	Annual Operating Plan 2014/15

#### 4. Shared Services Project deliverables

The programme of work in this annual plan is designed to achieve greater resilience and cost avoidance in the provision of Corporate Services for NGS and NLS, without reduction in service quality, thereby ensuring better value for money. The following table provides the planned project outcomes for the current operating year at the highest level. These plans are supported by detailed timelines and project deliverables which are monitored by the Shared Services Programme Board. Consistent with previous years, the aim is to progress projects at the pace NGS and NLS staff feel comfortable with, to ensure maximum buy in and integration of initiatives into core departmental ways of working. The focus this year will be on successfully piloting and implementing the HR managed service and we need time for reflection, to understand lessons learnt and key benefits so that this experience informs subsequent projects.

Project	Project Manager	Lead Organisation	Planned Activity	Date
Operational Governance	SS Programme Manager	NGS	Set up work completed 2012/2013. Communications and regular reporting continues. Targets for 2013/2014 are <ul style="list-style-type: none"> <li>to fully embed programme governance &amp; reporting into individual project plans,</li> <li>to articulate the benefits and lessons learnt from the programme in a concise but comprehensive, evidenced based report</li> </ul>	Sep 13 Sep 13
Information Systems/IT	Murat Guven	NLS	Infrastructure and network integration was achieved in 2012/2013. Systems integration focus for 2013/2014 : <ul style="list-style-type: none"> <li>join up firewalls</li> <li>JANET link up</li> <li>penetration testing</li> <li>scope a pilot for managed services</li> </ul>	Oct 13 Nov 13 Dec 13 Mar 14
Finance	Mairi Rae	NGS	Use of common finance systems	

			<p>already achieved. Targets for 2013/2014 :</p> <ul style="list-style-type: none"> <li>• additional Microsoft Dynamics GP/reporting functionality in common (rather than shared)</li> <li>• feasibility study on standardising transactional services &amp; processes</li> </ul>	<p>Oct 13</p> <p>Mar 14</p>
Human Resources	Mo Dockrell	NLS	<p>Policies and processes aligned 2012/2013. Completion of parallel run and full systems integration.</p> <p>Pilot of co-located aligned managed service completed and evaluated.</p> <p>Signing of SLA and TUPE transfers of staff in contractual move to managed service.</p>	<p>Mar 13</p> <p>Sept 13</p> <p>Mar 14</p>

### 5. Other projects under consideration

The following table provides details of areas that have been identified as potentially suitable for shared services and we will continue to explore synergies during the coming year.

Project Area	Activities and Objectives
Internal Audit and Review	Explore project possibilities, including shared audit resource (post changes to NLS function and appointment of new auditors at NLS and NGS)
Health and Safety	Sustain common working practices and policies with emphasis on use of RIVO common system
Commercial Trading	Explore project possibilities, including shops/café synergies (post changes at NGS – new Director, General Manager and Events Manager early 2013)
External Affairs and Development	Explore project possibilities, including Raiser's Edge (collaboration on contacts management)
Estates	<p>Areas identified for further consideration</p> <ul style="list-style-type: none"> <li>- Security (to feasibility stage), Procurement, Facilities Management, Business continuity, Project management</li> </ul>
Digitisation	Collaboration on HLF Skills project re works on paper and photographs at NGS, using NLS kit. HLF initial decision May 2013 and if successful, work up full proposal for commencement Nov/Dec 2013.