

## Service Delivery Plan –2014/15

<b>Name of Service / Portfolio</b>												
<b>Finance</b>												
<b>Purpose/Purposes of Services provided</b>												
Note: please write this from the customer's perspective. You may wish to include more than one purpose												
<ul style="list-style-type: none"> <li>• I want the Council's finances to be well managed, in accordance with best practice whilst ensuring best value for money is always obtained.</li> <li>• I want to know how I can do business with the Council and be able to tender fairly on an equal basis along with all other prospective businesses.</li> <li>• I require sound and understandable financial advice and a responsive support service to enable me to make the right decisions and to ensure the Council's services are properly managed.</li> <li>• I want assurance that all risks are being properly managed and controls are in place.</li> <li>• I want the right benefits that I am due at the right time.</li> </ul>												
<b>Customer Measures – those important to the people/organisations who use our services</b>												
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change												
	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>
Average number of days from receipt of all information to determine new benefit/reduction claims.	X	X	X	X	X	X	X	X	X	X	X	X
Prompt payment of invoices within agreed payment terms	X	X	X	X	X	X	X	X	X	X	X	X
Unqualified audit statement on Statement of Accounts						X						
Efficient and timely CT & NNDR processing	X	X	X	X	X	X	X	X	X	X	X	X
Average number of days from receipt of all information to determine changes to benefit/reduction claims.	X	X	X	X	X	X	X	X	X	X	X	X

Timely and informed Budget and Financial Forecasts		X	X	X	X	X	X	X	X	X	X	X
Number of Benefits/Revenues calls to Customer Service Centre.	X	X	X	X	X	X	X	X	X	X	X	X

**Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.**

Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.

	04	05	06	07	08	09	10	11	12	01	02	03
Sundry Debt balance outstanding over 90 days	X	X	X	X	X	X	X	X	X	X	X	X
Numbers of transactions – orders, creditor invoices, sundry debtor invoices	X	X	X	X	X	X	X	X	X	X	X	X
NNDR and council tax collection rates	X	X	X	X	X	X	X	X	X	X	X	X
Business Rate Growth (Rateable Value)	X	X	X	X	X	X	X	X	X	X	X	X
Completion of Internal Audit Plan												X

**Approved Budget for 2014/15**

Note : below are listed key income and expenditure targets which could significantly influence financial performance within the service area

Service Headings	Revenue Cost
<b>Income</b>	
	<b>£</b>
Revenues	-662,400
Benefits	-31,369,300
Benefits (Admin)	-581,800
External Interest Receipts (Net to GF)	180,500
<b>Expenditure</b>	
Finance (Support service) Gross	1,110,100
Revenues	625,100
Benefits (exc CTR)	31,143,100
Benefits (Admin)	892,500
Parish Councils (Concurrent	157,300

Services and Council Tax support Grant)	
Treasury Management	31,500
Non-Distributed Costs	744,600
Corporate Management	423,600
<b>Planned Capital Expenditure – Project Heading</b>	<b>Project Costs (2014/15)</b>

<b>Workforce Planning</b>												
Note : Describe predicted staffing issue and indicate when this is likely to impact on the service												
<b>Staffing Impacts</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>
Universal Credit/Welfare Reforms	X	X	X	X	X	X	X	X	X	X	X	x
Single Fraud Investigation Service	X	X	X	X	X	X	X	X	X	X	X	x
Review Housing & Property Accountancy support	X	X	X	X	X	X	X	X	X	X	X	x

<b>Key Projects – key milestones</b>												
Note : this should include any FFF project and any other corporate project for which this service is the lead												

**Key**

- A – Start of Project
- B – Report
- C – Implementation

<b>Project Name</b>	<b>Main lead area</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>
Bank Tender - Tender for the Council's main banking services and implement change to new provider if necessary.	Accountancy											C	

<b>Project Name</b>	<b>Main lead area</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>
Fees and Charges Review – Review analysis of recent discretionary fees and charges review of local district councils to feed in to the fees and charges setting for 2015.	Accountancy							B					
Concurrent Services – Review scheme.	Accountancy			B						B			
Implement On-Line Returns as part of income management.	Accountancy						C						
Review accountancy support for Housing & Property Services	Accountancy		A										
Investigation Procedures/Manual – develop to aid future investigations.	Audit & Risk							C					
Review and update Code of Corporate Governance	Audit & Risk							B					

<b>Project Name</b>	<b>Main lead area</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>
Risk Management Intranet Page - to be developed.	Audit & Risk							C					
Council Tax Reduction Scheme - Review scheme, including consideration of a banded scheme from 2016/17.	Benefits							A					B
Risk Based Benefits/Council Tax Reduction - Feasibility work on carrying out Risk Based assessments, using appropriate software/system.	Benefits			A				C					
Single Fraud Investigation Service – prepare for new service and consider Council’s residual requirements of anti-fraud work.	Benefits			A								C	
Transactions Review - Further work to reduce and streamline transaction processing. The feasibility of auto-scanning/processing creditor invoices will be undertaken.	Exchequer							A			B		

<b>Project Name</b>	<b>Main lead area</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>01</b>	<b>02</b>	<b>03</b>
Code of Financial Practice – Roll out training.	Head of Finance			C									
Progress Recommendations from March 2014 H&PS report relating to procurement.	Head of Finance	A						B					
Procurement training - assess training needs across the Council and arrange appropriate training.	Procurement			A				C					
Code of Procurement Practice - Review and update Code and all associated procurement documentation in line with new EU Regs, the Social Value Act, the Council’s business requirements and the needs of suppliers, considering apprenticeships and local labour clause.	Procurement		A							B			

<b>Key Risks &amp; Mitigation (including Equalities Impacts)</b>	<b>Cause</b>	<b>Effect</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation/ Control</b>
<i>Highest scoring risks from Finance Risk</i>	<i>Full details included within Finance Risk</i>	<i>Full details included</i>			<i>Full details included</i>

<i>Register</i>	<i>Register</i>	<i>within Finance Risk Register</i>			<i>within Finance Risk Register</i>
Loss of ICT			Medium	Medium/High	
Loss of key records			Medium	Medium/High	
Loss/shortage of staff			Medium/High	Medium	
Provision of incorrect information / advice to stakeholders			Medium/High	Medium	
Inaccurate medium term financial plans / forecasts			Medium	High	
Insufficient benefit subsidy and admin grant received from Central Government			Medium	Medium/High	
<b>Any Additional Commentary</b>					
<p><b>Legislative Change :</b>  Council Tax Reforms – commenced 1 April 2013  Council Tax Reduction – commenced 1 April 2013 – scheme to be reviewed prior to April 2016  Business Rates Retention Scheme – commenced 1 April 2013  Social Value Act – came into force 31 January 2013</p> <p><b>Climate Change :</b></p> <p><b>Equalities Impacts:</b></p> <p><b>Others Commentary:</b>  Specific “non-Finance” projects will continue to need to be supported by Finance. These are likely to vary over the year, but include:-</p> <ul style="list-style-type: none"> <li>• Bowls England</li> <li>• Clarendon Arcade</li> <li>• Corporate Asset Review</li> </ul>					

- Crematorium works
- Empty Property Strategy
- FFF project support
- Housing Joint Venture
- Kenilworth PSC
- Leisure Options review/Support Service Review
- Lillington Regeneration
- Local Plan – CIL, infrastructure costing
- Oakley Wood Crematorium
- Risk Management in the organisation
- Riverside House Relocation
- Welfare Reforms

### **Linkages to Sustainable Community Strategy**

Finance includes many support services which continue to support those services across the Council that more directly contribute to the SCS themes. More specific linkages are shown below.

	<b>Direct Contribution</b>	<b>Indirect Contribution</b>	<b>None</b>
<b>Housing</b>		Benefits Service	
<b>Prosperity</b>		Benefits Service, Procurement strategy	
<b>Safer Communities</b>			
<b>Health and Well Being</b>		Benefits Service	
<b>Sustainability</b>			
<b>Community Engagement &amp; Cohesion</b>	Rural/Urban Capital Improvement Grants		
<b>Narrowing the Gaps</b>		Benefits Service	
<b>Targeting disadvantages rural locations</b>	Rural/Urban Capital Improvement Grants		