

1 Finance Service Area Plan 2011/12

Purpose/Purposes of Services provided

Note: please write this from the customer's perspective. You may wish to include more than one purpose

- I want the Council's finances to be well managed, in accordance with best practice whilst ensuring best value for money is always obtained.
- 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 perspective businesses.
- 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 .
- I want assurance that all risks are being properly managed and controls are in place.
- I want the right benefits that I am due at the right time.

2 Customer Measures – those important to the people/organisations who use our services

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

	04	05	06	07	08	09	10	11	12	01	02	03
Accurate and timely processing of Benefit 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						
Business with local companies	X	X	X	X	X	X	X	X	X	X	X	X

3 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 outstanding	X	X	X	X	X	X	X	X	X	X	X	X
Numbers of transactions – orders, creditor	X	X	X	X	X	X	X	X	X	X	X	X

invoices, sundry debtor invoices												
Efficient and timely CT & NNDR processing	X	X	X	X	X	X	X	X	X	X	X	X
Efficient processing of Change of circumstances	X	X	X	X	X	X	X	X	X	X	X	X
Timely submission of benefit appeals	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

4 Approved Budget for 2011/12

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

Service Headings	Revenue Cost
Income	
Revenues	£684,900cr
Benefits	£38,599,200cr
Benefits (Admin)	£976,500cr
External Interest Receipts (Net to GF)	£316,184cr
Expenditure	
Finance (Support service) Gross	£1,655,600
Revenues	£1,246,100
Benefits	£38,231,300
Benefits (Admin)	£1,417,200
Discretionary Rate Relief	£147,100
Concurrent Services	£63,800
Non-Distributed Costs	£596,500
Corporate Management	£1,285,900
Planned Capital Expenditure – Project Heading	Project Costs (2011/12)

5 Staff Monitoring/Forecast													
Note : Describe predicted staffing issue and indicate when this is likely to impact on the service													
Staffing Issues	04	05	06	07	08	09	10	11	12	01	02	03	
Revenues and Benefits Management Review R = Report I = Implement			R			I							
Benefits Fraud Review of administrative arrangements R = Report drafted I = Implement			R			I							
Long Term Sickness R = Review position	X	R	X	X	X	R	X						
System's thinking interventions – likely staff impact							X	X	X	X	X	X	
6 Key Projects – key milestones													
Note : this should include any FFF project and any other corporate project for which this service is the lead													
Project Name	Predicted savings (if relevant)	04	05	06	07	08	09	10	11	12	01	02	03
Systems Thinking Initiatives													
<ul style="list-style-type: none"> Financial Management F = final accounts review A = accountant responsibilities reviewed/amended R = Review of recharges B = Budget monitoring/support review T = Treasury Management Review C = Review use of Contingency P = Code of Financial Practice reviewed, presented to subsequent Exec W = Formal Review 			A, B	A, B, F, R, T	B, R, T,	C	P	W					
<ul style="list-style-type: none"> Transactional review – inc. 		M	M, T, U	M, O, T	O	O	O	O	O, R				

orders, invoices, debtors M = Develop measures/reports O = one 1 one meetings with users T = relaunch system training/help manuals U = User Group and "super" users set up R = Formal Review													
Insurance renewals 2012 preparation R = Review of Reip report and possible collaborative approach and confirm approach				R									
Local Authority Mortgage Guarantee Scheme - Prepare Business Case E - report to be discussed with Executive members				E									
IFRS - prepare 2010/11 accounts C= Completed Statement of Accounts				C									
Members Remuneration Panel R = Report to Exec						R							
Procurement - progress in line with action plan and to make financial savings R = Report to F&A				R					R				
Revenues/Benefits Management Structure R = Report to Employment committee						R							
Benefits Fraud						R							

Administration Review R = report drafted														
HRA Self financing B = Prepare business plan R = Report to Exec D = Take on Debt				B				R						D
Financial training – members F = General Finance P = Procurement T = Treasury Management R = Risk Management				F			P		T			R		
Introduce E- billing for council tax and nndr B = business case prepared I = Implementation Plan			B					I	I	I	I	I	I	I
Review of Equipment Renewal Schedule R = Report to Exec						R								
7 Key Risks & Mitigation (including Equalities Impacts)	Cause	Effect				Impact	Probab ility	Mitigation/ Control						
Capacity issues	Staff sickness, turnover, competing demands, unplanned demands, additional projects.	Inability to progress and complete key projects. Not following correct procedures. Errors, mistakes.				Qualified Account s Failure to deliver balanced budget and set Council Tax. Risk of legal challenge.	Medium	Appraisals, 1 to 1.s, team meetings, TOPs, work prioritisation, staff training. Financial Management system intervention looking at overall Accountancy staffing/demands						

Loss of key benefit staff and subsequent difficulty in recruiting	Lack of job security perceived from impending UC	Reduction in service quality		Medium	CT staff budget agreed to be used for Benefits
Incorrect procurement	Authority not following correct procedures		Increase d costs, legal challenge, delays in awarding contracts	Medium	Training, Procurement Strategy and actionplan
Reduced funding from Revenue Support Grant or New Home Bonus Schemes	Government Fiscal Policy	Increased savings requirement for the Council.	Risk of reducing services levels	Medium	FFF Programme, continue to monitor

8 Any Additional Commentary

Legislative Change :

International Financial Reporting Standards – 2010/11 Accounts onwards
 Prepare for National Employment Savings Trust (NEST) scheme starting from April 2013 onwards.
 Real Time Information, PAYE (HMRC) – phased introduction from 2012.
 Universal Tax Credit
 Abolition of Audit Commission – Council’s to appoint own auditors, possibly for 2013/14 audit.

Climate Change :

Equalities Impacts:

Discretionary Housing Payments EIA to be reviewed.

Others Commentary:

Specific “non-Finance” projects will continue to need to be supported by Finance. These are likely to vary over the year, but include:-

- Royal Spa Centre
- CCTV – shared working with SDC
- Major Contracts re-let
- Catering re-let
- Kenilworth PSC
- Agile working
- Leamington Asset Feasibility
- URC/Spencer Yard
- Housing Joint Venture
- Simalto consultation support
- HR system – Oracle
- FFF project support

9 Linkages to Sustainable Community Strategy

	Direct Contribution	Indirect Contribution	None
Housing	Local Authority Mortgage Scheme	Benefits Service	
Jobs, Skill and Economy		Benefits Service, Procurement strategy	
Safer Communities			
Health and Well Being		Benefits Service	
Sustainability			
Involving Communities			
Narrowing the Gaps			
Supporting Families			
Rural Issues	Rural Initiatives grants		

As a support service, all the functions of Finance make an indirect contribution to the SCS themes by way of supporting those services that make more direct contributions.