

Corporate Finance Service Delivery Plan 2010/11

Strategic Context

The Warwickshire LAA has a shared vision for the County, which will be developed through the Countywide Sustainable Community Strategy. This should take into account a range of key strategic issues (all of which to one degree or another are inter-related) facing the County over the next ten years as listed below:

- The Growth Agenda
- Narrowing the Gap and Raising Achievement
- Addressing expanding service delivery needs within the context of potentially diminishing public sector budgets
- Changing Population and Demography of the County
- Promoting Economic Growth and the Skills Agenda
- Promoting Health and Addressing Health Inequalities
- Embedding a vision for a Stronger and Safer County
- Addressing the impact of Climate Change

Tackling all of these issues will require financial resources and the provision of high quality financial services will be at the heart of helping to ensure that the vision is realised.

The Council's Corporate Delivery Plan for 2010-13 which sets out the outcomes and targets to be achieved by March 2013 in order to meet the longer-term ambitions of the Corporate Plan up to 2021 identifies the resources impact of each action. It also focuses on the need to achieve cashable efficiency savings whilst achieving our targets for high priority services and maintaining a sustainable budget. The Medium Term Financial Plan up to 2012 details where those efficiency savings should come from, at the same time allocating additional resources in order to assist in the realisation of the Council's key targets.

Corporate Finance will take the lead in promoting good stewardship of resources, developing and monitoring budgets, improving corporate procurement and ensuring that adequate controls are in place and that risks are managed. This will require good working relationships to be maintained and extended with colleagues and partners to ensure that there is corporate buy in to all the service activities and priority actions.

Table 1 – Link of Service Activities to Strategic Planning Framework

Activities	How these contribute to the strategic priorities described in the strategic context above	Identified customer views/needs (information may come from Place Survey, People Panel Surveys or specific user groups)	Key Performance Indicators (National or local indicators / Service standards that are critical measures of success in the strategic context)	Value for Money (Cost per head / Cost per transaction)	Service Unit
				Accountancy total cost (including recharges) as % of Council net budget – 4.8%	
Preparation of the Council's accounts to relevant standards and timetables	The Medium Term Financial Plan needs to be based on accurate and timely information in order to resource and support the Corporate Delivery Plan each year.	Improvements identified by Audit Commission, specifically relating to reducing the number of errors in the accounts	Use of Resources Score		Finance & Procurement (Accountancy)

Preparation of medium term revenue budgets and capital programmes	The Medium Term Financial Plan needs to be based on accurate and timely information in order to resource and support the Corporate Delivery Plan each year.		Use of Resources Score		Finance & Procurement
Preparation of sustainable and balanced revenue budget	The Medium Term Financial Plan relies on a sustainable and balanced budget in order to make additional resources available in the future to assist in the realisation of the Council's key targets		Use of resources Score		All Service Units
Regular budget monitoring for both revenue and capital.	This is an integral part of maintaining high quality financial services and assists with forward financial planning.	Budget Holder satisfaction survey has identified improvements to budget monitoring processes.	Use of Resources Score		Finance & Procurement (Accountancy)
Procurement – ensure the authority achieves VFM and good governance in purchasing and contract requirements	Efficient procurement processes and prices will assist in making financial resources go further and provide additional resources for priority areas.		Local PI's identified in Procurement Strategy. Use of Resources score		All Service Units
Maintenance of the asset register and capital records	This will help to focus on the real cost of assets including their potential release when no longer required. It should assist in producing additional resources	Driven by improvements identified by the Audit Commission.	Local PI's developed		Finance & Procurement and Asset Management
Treasury management and investment including maintenance of bank accounts, payment of suppliers, insurance and claims handling	This is an integral part of maintaining high quality financial services and assists with forward financial planning.		Prudential Indicators. Local PI for return on investments		Finance & Procurement (Accountancy)

Financial assistance to the Housing Revenue Account, including statutory returns and preparing service charges.	The provision of good quality social housing is a high priority of the Corporate Delivery Plan	Tenant and Leaseholder Consultations			Finance & Procurement (Accountancy)
Accurate and timely payment of invoices	To assist economic growth particularly local SME's.	To meet Supplier expectations in timely payment of invoices.	BVPI8 – payment of invoices within 30 days		Finance & Procurement (Accountancy)
Financial support and advice for Camp Hill project	To assist in increasing the availability of housing that meets the needs of residents of the Borough	Meet reporting requirements of Executive Board and PinCH Board			Finance & Procurement (Accountancy)
To provide an effective internal audit function in accordance with the Cipfa standards	This is an integral part of maintaining high quality financial services by ensuring that good stewardship practices are maintained.	Review of the effectiveness of internal audit carried out by the Audit Committee			Finance & Procurement (Internal Audit)
Effective development, implementation, review and monitoring of the Council's risk management policy and process including the administration of insurance policies and claims	Good risk management will reduce the Council's exposure to risk and potential financial loss ensuring that the resources available to meet priorities are maximised.	Risk Management is a regular item on the Extended Management Team agenda	Use of Resources Score		Finance & Procurement (Internal Audit)
Investigate cases where Housing and Council Tax Benefit fraud is suspected	Reducing the level of benefit theft increases the resources available for those in genuine need	Feedback from the Housing and Council Tax Benefit section	BVPI 76 b, c and d		Finance & Procurement and Housing

Promote fraud awareness throughout the Authority and work with managers when suspicions of fraud are detected	Reducing the level of benefit theft increases the resources available for those in genuine need	Feedback on content of the Fraud Policies, when they are updated. Fraud awareness workshops			All Service Units
Central co-ordination of the National Fraud Initiative data matching exercises	Reducing the level of benefit theft increases the resources available for those in genuine need	Liaison with the NFI Team at the Audit Commission			All Service Units
To pursue and recover all outstanding debts to the Council, (other than current Council House Rents) including use of Magistrates and County Courts.	To maximise resources to meet corporate priorities	To maximise the resources available to the Council to spend on services	BVPI9 (Council Tax collected) BVPI10 (NDR Collected)	Cost of Collection (£/head of population) £5.49 (2007/8) (top 50% Corporate Plan 4.1)	Finance & Procurement (Recovery)

Table 2 – Priority Actions for Coming Year

Priority Actions (including equal opportunities and diversity actions)	Link to Annual Corporate Delivery Plan	Customer focused outcomes / milestones	Lead Officer	Partners & Staff Resources	Budget Impact	Timescale
Lead on planning for implementation of International Financial Reporting Standards	Aim 4 Action 1		Treasury and Technical Manager	A working group will be established with key employees involved, including some from other service units.	Still being evaluated – may be some training costs.	Audit Commission will be looking for significant progress towards IFRS during 2010/11.
Revise Agresso coding structure to align with E-Procurement system	Aim 4 Action 1	System will be easier to use and so more efficient	Head of Accounting	Special Projects Officer, Management Accounting Team and Systems Support Officer.	None	October 2010
Implement a corporate wide E-Procurement solution	Aim 4 Action 1	Less time consuming for users and greater visibility of spend. Roll-out of system will be most significant milestone.	Creditors and Procurement Manager	Creditors and Procurement Team, Business Analysts and IT support.	Annual Service Charge - £25k plus implementation costs.	Full implementation by December 2010
Assess impact of Cipfa Revised Treasury Management	Aim 4 Action 1		Treasury and Technical Manager	Treasury and Technical Team	None	September 2010

Guidance and implement training programme						
Develop MTFP in line with Best Practice and integrate with other Corporate Plans	Aim 4 Action 1	Improved UoR score – aiming for level 3	Head of Accounting	Corporate Management Team	None	June 2010
100% completion of the 2010/11 Internal Audit Plan	Aim 4 Action 1	To provide assurance to the s151 officer and the Audit Committee on the adequacy of the overall internal control environment. To increase resources for corporate priorities by reducing losses and waste	Head of Internal Audit	Senior Auditor and Internal Audit Team	None	March 2011
Raise the awareness and understanding of Corporate Governance across all areas of the Authority	Aim 4 Action 1	Maximise the successful achievement of the Corporate Aims and Priorities by embedding Corporate Governance, including risk management and counter fraud arrangements, throughout the Council	Head of Internal Audit	Risk Management and Insurance Officer and Senior Investigations Officer	None	Dec 2010
Improve the ratio of benefit fraud investigations to successful sanctions from 1:10 to 1:8 by risk assessing and taking forward the high quality referrals	Aim 4 Action 1	Increased efficiency and improved quality of benefit fraud investigations	Senior Investigations Officer	Investigations Team	None	March 2011

Achieve an overall recovery rate for fraudulent overpayments and admin penalties of 80%	Aim 4 Action 1	Speedy recovery of overpayments to enable resources to be targeted to the most needy	Head of Internal Audit	Senior Investigations Officer	Improved recovery of overpayments	March 2011
Review processes for providing billing and recovery processes to take advantage of opportunities to work more efficiently.	Aim 4 Actions 1,2 & 3	Reduce cost of administering the service by 5% without affecting the key performance indicators	Assistant Director – Finance & Procurement	Billing Services; Recovery Services; Support Services Customer Services;	Within Existing Budgets.	Sept 2010
Review the process for identifying, monitoring and recovering all benefit overpayments.	Aim 4 Action 1	To reduce amount of overpayments and improve overall recovery rate	Assistant Director – Finance & Procurement	Benefit Services; Recovery Services; Support Services	Within Existing Budgets.	December 2010

Table 3 Risk assessment

<u>Ref.</u>	<u>Risk Description – Cause & Consequence</u>	<u>Gross Risk</u>	<u>Mitigation Control</u>	<u>Mitigation Owner</u>	<u>Net Risk</u>	<u>Status</u>	<u>Action by Date</u>	<u>Sources of Assurance</u>	<u>Risk Owner</u>
R15 Aim4	Potential failure to effectively: (i) implement the Medium Term Financial Strategy (MTFS) &/or (ii) plan to address budget pressures &/or (iii) achieve 'Gershon' efficiency savings. (iv) Overtaken by budgeting pressures and rising costs of supplies such as fuel and other commodities causing inability to afford to deliver key priorities.	High – Serious (prev M-M)	1. MTFS developed. 2. Regular monitoring of budgets. 3. Reports to Cabinet & Scrutiny Panels. 4. Procurement Strategy. 5. Value for Money Strategy. 6. Training for members & officers. 7. Priority setting by EMT/Cabinet 8. In year savings	AD _ Finance & Procurement	Sig - Ser	Red	Ongoing	<ul style="list-style-type: none"> • Use of resources review. • Annual internal & external audit. • Returns to Government. • Strategic Performance Management Report • OSPs • Cabinet 	CMT – Corporate Services Director
R22	Economic downturn adversely impacting upon markets which in turn delays / affects town centre redevelopment (and wider developments) within the Borough.	High – Serious	HCA CBs Initiative Kickstart Advantage WM S106 Agreements	ADs/CE/ AMSD/H	High Serious	Red	Ongoing contained within action plans	<ul style="list-style-type: none"> • NNDR recovery rates • Market rents • Unemployment claims 	Chief Executive Documented corporate approach to be considered

Ref.	Risk Description – Cause & Consequence	Gross Risk	Mitigation Control	Mitigation Owner	Net Risk	Status	Action by Date	Sources of Assurance	Risk Owner
R23	Credit crunch significantly impact upon the customer base and in turn the performance of the Council (and the wider LAA). Impacts include – increased hardship, demand for services, revenue fall etc	High - Serious	<ol style="list-style-type: none"> 1. Housing-increased support to fund vulnerable 2. Budget planning 3. Workforce planning 4. Increase in benefits admin grant 5. Support for businesses 	DD RW GO RW JD	High Serious	Red	Ongoing	<ul style="list-style-type: none"> • Nos seeking assistance via Housing Options • Nos NB/CTB claimants • Nos in unemployment • Nos of new businesses 	AD Finance & Procurement on behalf of CMT Documented corporate approach to be considered

Glossary of Terms for Service Development Plans

Abbreviation	Description	Abbreviation	Description
QOL	Quality of Life Indicators (Warwickshire County Council)	HIWeB	Health Improvement and Wellbeing Group
BVPI	Best Value Performance Indicator	DoH	Department of Health
LPAMR	Local Plan Annual Monitoring	<u>NBLT</u>	Nuneaton & Bedworth Leisure Trust
BCS	British Crime Survey	PinCH	Partnership in Camp Hill
PSA2	Public Sector Agreement 2	RSL	Registered Social Landlord
ISO	International Standards Operation	PSL	Private Sector Landlord
CSS	Council Service Standards	WWRAS	Warwickshire Welfare Rights Advice Service
LAA	Local Area Agreement	CAB	Citizen Advice Bureaux
LPI's	Local Performance Indicators	ACD	Automated (Telephone) Call Distribution
NI	National Indicator	BCS	British Computer Society
NABSCOP	Nuneaton & Bedworth Safer Communities Partnership	EDRMS	Electronic Document and Records Management System

CDRP	Crime & Disorder Reduction Partnership	ESD	Electronic Services Delivery(I&DeA Toolkit)
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GIS	Geographical Interface System	ICT	Information and Communication Technologies
TEN	Corporate Performance Management System	IT&C	Information Technology and Communications (Service Unit)
SCS	Sustainable Community Strategy	ITSG	Information Technology Steering Group (NBBC's officer Group)
NP	National Property	PRINCE2	Projects in Controlled Environment (Project methodology)
CAA	Comprehensive Area Assessment	SOCITM	Society of Information Technology Management
BME	Black Minorities Ethnic	WDP	Warwickshire Direct Partnership (formerly WOLP)
SCP	Sustainable Community Plan	WF	Workflow
SCS	Sustainable Community Strategy	CPA	Comprehensive Area Assessment (no longer in use)
SOA'S	Super Output Areas	PSB	Public Service Board (Warwickshire)

IMD	Index of Multiple Deprivations	LPI	Local Performance Indicator
LSP	Local Strategic Partnership	UOR	Use of Resources (part of CAA)

ASB	Anti-Social Behaviour	NDR	Non Domestic Rates
CCTV	Closed Circuit Television	MTFP	Medium Term Financial Plan
LTFP	Long Term Financial Plan	CMT	Corporate Management Team
EMT	Extended Management Team	MLA	Museums, Libraries & Archives Council
SLA's	Service Level Agreements	PSA	Public Service Agreement
WRAP	Warwickshire recycling action programme		