

# **Financial Services - Service Delivery Plan 2017-18**

## **Overview of the service**

Financial Services comprises; Accountancy, Exchequer, Payroll, Internal Audit and Procurement services.

The purpose of the Service is to provide for the proper administration of the Council's (and East Cambs Trading Company Ltd's) financial affairs and the effective stewardship and accountability of public money. The Service is also responsible for monitoring the overall financial health of the Council and ensuring that there is a stable financial base from which the Council's service delivery can be maximised.

The key functions and responsibilities of each sub-team within Financial Services are:

### Accountancy

- Medium Term Financial Strategy (MTFS) – The purpose of this Strategy is to set a robust overall financial framework for the Council's plans over the next three years which supports the delivery of the Council's priorities within the context of an annual balanced budget. The MTFS is reviewed throughout the financial year and is revised and presented to Members every January.
- Annual Revenue and Capital Budgets – It is a legal requirement for a Council to set a balanced budget prior to the financial year to which it relates. The accountants liaise with all budget managers to identify whether there are any additional budget requirements for growth items and whether any savings can be identified.
- Budget Monitoring – This is carried out on a regular basis with budget managers throughout the year and quarterly reports are presented to committees showing their forecast outturn position against budget.
- Annual Financial Report – The Statement of Accounts must be produced in line with statutory requirements and International Financial Reporting Standards and is subject to External Audit opinion.
- Treasury Management – The Council's cashflow is monitored on a daily basis in order to determine the investment or borrowing requirements of the Council. These decisions must be in accordance with the approved Treasury Management Strategy and Prudential Indicators.
- Banking – This includes the correct allocation of income to services, producing monthly bank reconciliations and tendering for a banking service provider.

### Exchequer

- Administration of creditor payments and debtor billing and Council mortgages.
- Arranging and administering the Council's insurance requirements and liaising with the insurance provider regarding claims from the public.
- Management of taxation issues which are mainly VAT.

### Payroll

- Payment of salaries, Member's allowances and expenses, and election payments.

### Internal Audit

- Internal Audit is an independent appraisal (statutory) function established to review and report improvements to the Council's internal control system. In addition to the statutory functions, Internal Audit acts as the Council's lead in fraud and corruption awareness, detection, prevention and investigation. This service also facilitates operational risk management, the Council's key contact on the National Fraud Initiative, the Council's Money Laundering Reporting and Bribery Act Compliance.

## Procurement

- To ensure that the Council maximises value for money in its purchasing of goods and services, by ensuring that procedures are in place, and followed, that allow appropriate competition to take place between suppliers, thus ensuring prices paid are competitive.

## Cost of service

The budgeted cost of running the Service in 2017-18 is £422,835 which includes staffing costs, the service level agreements for Internal Audit and Procurement with LGSS, supplies and services (but not internal recharges).

## Staffing information

These services are provided by 9.87 full time equivalents (FTE) staff as follows; Accountancy - 4.87 FTE, Exchequer - 2.9 FTE, Payroll - 1.6 FTE

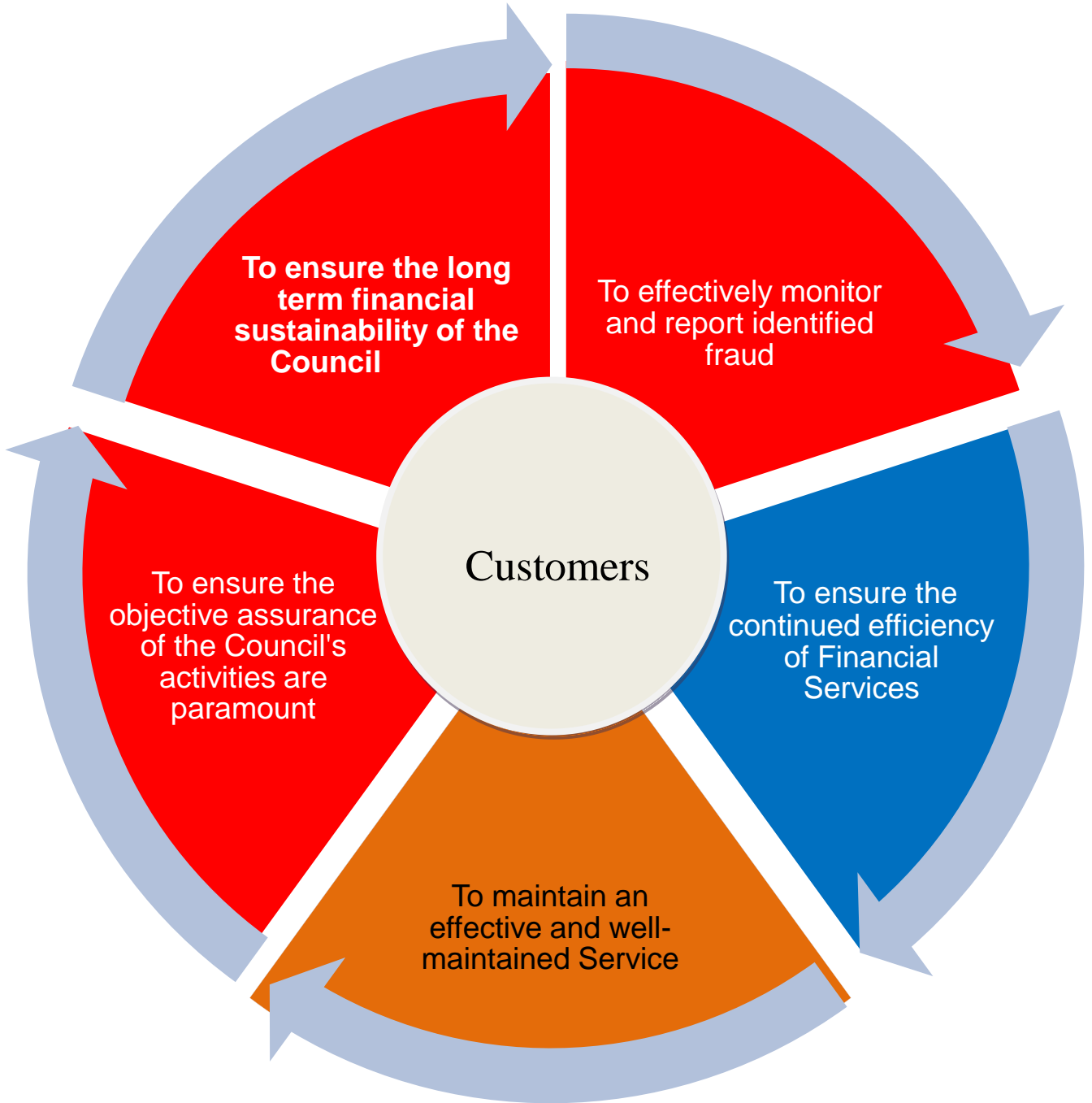
**Internal Audit and Procurement Services are provided via an SLA with LGSS and as such, there are no staff directly employed by East Cambridgeshire District Council.**

## Forward planning for Councillors

<b>Proposed date of decision</b>	<b>Item</b>	<b>Service Area</b>	<b>Service Delivery Champion</b>	<b>Committee</b>
June 2017	2016-17 Outturn Report to Committee	Budget Monitoring	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
June 2017	Internal Audit Annual Report & Opinion 2016-17	Internal Audit	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
July 2017	Quarter 1 Budget Monitoring Reports for 2017-18 to Committees	Budget Monitoring	Cllrs Chris Morris & Alan Sharp	Commercial Services Regulatory & SS Corp. Gov & Finance
September 2017	Approval of the 2016-17 Statement of Accounts	Annual Financial Report	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
September 2017	Approval of the 2016-17 Annual Governance Statement	Internal Audit	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
November 2017	Quarter 2 Budget Monitoring Reports for 2017-18 to Committees	Budget Monitoring	Cllrs Chris Morris & Alan Sharp	Commercial Services Regulatory & SS Corp. Gov & Finance
November 2017	Internal Audit Interim Report 2017-18	Internal Audit	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
December 2017	Annual Fraud Report	Internal Audit	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance

December 2017	Council Tax Base Setting	Annual Budget	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
January 2018	Quarter 3 Budget Monitoring Reports for 2017-18 to Committees	Budget Monitoring	Cllrs Chris Morris & Alan Sharp	Commercial Services Regulatory & SS Corp. Gov & Finance
January 2018	Draft Revenue & Capital Budgets 2018/19 Report	Annual Budget	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
January 2018	Approval of the Medium Term Financial Strategy	Annual Budget	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
January 2018	Approval of the Treasury Management Strategy	Annual Budget	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance
February 2018	Setting of the Council Tax 2018/19	Annual Budget	Cllrs Chris Morris & Alan Sharp	Full Council
February 2018	Approval of the 2018/19 Revenue Budgets, the Capital Programme, Reserves, and Fees and Charges	Annual Budget	Cllrs Chris Morris & Alan Sharp	Full Council
March 2018	Internal Audit Charter and Annual Internal Audit Plan	Internal Audit	Cllrs Chris Morris & Alan Sharp	Corporate Governance & Finance Committee

Strategy map - 2017/2018



# Commitments towards our Vision

## Service Delivery Plan – Financial Services



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To ensure the objective assurance of the Council's activities are paramount.	A customer driven efficient Council with a "can do" attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	Ensure that the Annual Internal Audit Plan adds value to the organisation	100%	LGSS
		Meet with 100% of Service Managers to assist in the preparation of the annual Internal Audit Plan		
To ensure the long term financial sustainability of the Council		To deliver the agreed Internal Audit Plan by 31 <sup>st</sup> March 2018		
		Produce quarterly budget monitoring reports to Committees, (both revenue and capital) and an Outturn report at yearend	Quarterly	Ian Smith- Financial Services Manager Tony Langley- Management Accountant Amy Jeal-Management Accountant
		Quarterly reports to hit Committee deadlines		
To effectively monitor and report identified fraud		To provide continued financial support to the East Cambs Trading Company, including the production of monthly budget monitoring reports and quarterly cash flow reports.	Quarterly	Amy Jeal- Management Accountant
		On-going general support. Reporting to hit respective Company Board meetings.		
		Support the financial process of Cambridgeshire devolution	On-going	Ian Smith- Financial Services Manager
To ensure the continued efficiency of Financial Services		Work with partners to provide a co-ordinated approach to tackling fraud ( in accordance with the Cambridgeshire Anti-Fraud Network priorities)	The Cambridgeshire Anti-Fraud Network has been established and provides the means for a co-ordinated approach to tackling fraud.	LGSS ARP Fraud Team
		As required - On-going		
		Raise awareness of fraud and corruption across the organisation	Fraud mail shot issued October 2016.	LGSS
		Review of Counter Fraud procedures, hot line and poster campaign		
		Pay undisputed invoices within 30 days	99%	Lynne Cuthbert-Senior Accountancy Assistant
		99%		
		Review the operation of the Payroll Service and implement a revised service design (if required) to mitigate the risk of service failure and allow greater use of workflow to improve	A partial upgrade of the Paris system. Tenders are being sought	Ian Smith- Financial Services Manager

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		efficiency as we potentially move to a more self-service delivery model  New Payroll Service model implemented by March 2018	for a new HR and Payroll management system.	
		Review the processes and use of technology within the Financial Services Team, to determine if, as a result of advances in technology and the use of modern working practices, there are opportunities to achieve greater efficiencies within the team and to provide an improved service to our customers  To up-grade Agresso to version milestone 6 by September 2017, making best use of the additional functionality this release brings	N/A	Ian Smith- Financial Services Manager
To ensure the continued efficiency of Financial Services		Improve the process for the production of the Statement of Accounts, as an initial step in the move towards earlier close in 2018  Prepare the draft Statement of Accounts for 2016-17 by the end of May 2017	1 <sup>st</sup> phase of the process has been completed including moving the Statement of Accounts from an Excel document to Word. Further work to be undertaken.	Ian Smith- Financial Services Manager
		Produce the budget for 2018-19 to a time frame that allows the Council to set a legal budget  To hit the Full Council meeting in February 2018	Completed and presented at Committee in 16/17	Ian Smith- Financial Services Manager
To maintain an effective and well-maintained service		Support the continued development of the Financial Services Team to ensure that they are meeting with personal and professional career development opportunities To provide training to staff in line with the their personal training and development plan as detailed in their appraisal document (90% of training needs to be met)	Successfully completed – work will be on-going moving forward	Ian Smith- Financial Services Manager
		To review and update the Financial Services web pages By Sept 2017	On going	Ian Smith- Financial Services manager