

Service	Finance (Employee Services; Accountancy; Benefits; Exchequer Services; Insurance; Procurement; Revenues)	Portfolio Holder	Cllr Ged Hall (Finance)
Head of Service	Peter Vickers		
Strategic Director	Graeme Clark		

Strategic Theme	People/Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
During the new Housing Benefit (HB) processes rollout, Performance indicators: (1) time taken to process HB and Council Tax Support new claims and (2) changes in circumstances, remain within agreed targets.	F 1.1	Roll out the Systems thinking “Perfect Flow” process redesign across the team.	03/18 to 09/18	Nicky Harvey	No additional resource requirement, project design work completed and team restructure is in place.
HB performance indicators after the roll out period are consistently below previous quarter performance.	F 1.2	Weekly service review of service statistics with the HB team and Head of Finance.	Ongoing	Nicky Harvey	Existing resources and process already in place.
Benefit subsidy financial performance remains within	F 1.3	HB subsidy financial performance will be reviewed monthly to maintain benefit calculation accuracy rate within the Department for Work and Pensions (DWP) Local Authority (LA) 100% subsidy threshold.	Ongoing	Nicky Harvey	Existing resources and process already in place.

<p>Department of Works and Pensions (DWP) Local Authority (LA) Error full subsidy reimbursement threshold.</p> <p>Impact of full Universal Credit rollout on the Council is researched and appropriate actions proposed to Executive via Value for Money (VfM) and Housing Overview and Scrutiny (O&S)</p>	F 1.4	Maintain dialogue with DWP to comply with their requirements for the implementation of Full Universal Credit (UC) (for all new working age claimants) from July 2018.	07/18	Nicky Harvey	The impact of UC on the Housing Benefit (HB) service is contained within the HB team restructure. UC IT requirement already in place through HB service counters and telephones. UC budgeting assistance already in place in the HB team, Don't Loose Your Home service and Citizens' Advice Bureau (CAB).
	F 1.5	Monitor national impact of UC roll out and evaluate implications for residents of the Borough and impact on Council services in collaboration with the Housing Heads of Service to coordinate a corporate action plan.	07/18	Peter Vickers	Heads of Services and Scrutiny Officer time to complete this action.

Strategic Theme		Prosperity			
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Exceed 99% collection for local taxation.	F 2.1	Weekly monitoring of performance statistics review with the Revenues team and the Head of finance	Ongoing	Simon Piper	None – contained within existing team
Limit processing time for incoming Revenues Service correspondence to a maximum of one day from receipt.	F 2.2	Implement a “Systems Thinking” process review in collaboration with neighbouring council's (Rushmoor) expert guidance.	03/19	Peter Vickers	Required resources: Project Lead and back fill for team members co-opted to the project. Expert assistance from Rushmoor already

<p>Minimise all incoming Revenues Service customer contact resulting from the need to request explanation or to follow up non action from Revenues service delay.</p> <p>Develop IT functionality to enable Revenues Service customer self service.</p> <p>All Sundry Debt, HB overpayment, Council Tax and Business Rates exceeding agreed payment terms are being actively recovered or written off if not economical to recover.</p>					secured.
	<i>F</i> 2.3	Collaborate with the Channel Shift initiative to develop customer self service functionality within the Revenues Service.	03/2020	Peter Vickers	Resource requirements to be identified during the action implementation.
	<i>F</i> 2.4	Develop the Corporate Debt Policy to: (1) be proactive in working with residents in the Borough who need assistance to financially cope (2) to develop a single Council strategy to deal with multiple service debts (3) Incorporate new technologies, modern systems, new payments methods and the Council's digital agenda.	03/19	Vicki Basley	None required, Officer time to review and develop the policy.
	<i>F</i> 2.5	<p>A full review of all debt schedules with progress on agreed actions completed monthly with relevant service managers.</p> <p>Appropriate recovery action and follow up of HB Overpayment, Council Tax arrears, Business Rates arrears and Sundry Debt, resulting in every debt being actively managed.</p>	Ongoing	Peter Vickers	None
			Ongoing	Simon Piper	Non – existing team capacity

Strategic Theme					
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
<p>All services are supported with proactive financial management and support.</p> <p>Robust budget monitoring</p>	<i>F</i> 3.1	Develop the Budget Planner module in Agresso to enable online budget monitoring with forecast updates actioned by Service managers.	03/19	Walter Stockdale	Existing team resource

<p>arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.</p> <p>An effective process is in place to ensure the Council has a balanced General Fund annual budget and Medium Term Financial Plan.</p>	F 3.2	Deliver financial management seminars to all officers involved in financial administration and budget management. The training must include the Financial Regulations, Procurement Procedure Rules and transactional processes.	03/19	Walter Stockdale	Existing team resource
	F 3.3	Work with the VfM O+S committee to develop sub group "task and finish" budget strategy initiatives to address financial savings at a strategic level.	03/19	Peter Vickers	Existing team resource
	F 3.4	Allocate an establishment and procurement savings targets to Heads of Service to be achieved by 2020/21, and provide Finance team and procurement support to develop detailed action plans to achieve the targets. Targets based on 2017/18 budget.	03/18	Peter Vickers	Existing team resource
	F 3.5	Develop a savings target monitoring process to track progress in delivering savings targets, reporting quarterly to VfM O+S.	03/19	Walter Stockdale	Existing team resource

Equalities & Diversity Checklist	
Will any proposals in this Service Plan require an Equality Impact Assessment?	Benefit service redesign has been equality Impact assessed. An assessment will be done for the Revenues Systems Thinking project initiation document.