

<b>Service Plan 2023-2026 (rolling 3 years)</b>		<b>Executive Head of Service:</b>	<b>Peter Vickers</b>
		<b>Joint Strategic Director:</b>	<b>Ian Doyle</b>
<b>Service:</b>	<b>Finance (S151)</b>	<b>Portfolio Holders:</b>	<b>to be confirmed</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.

<b>Service Profile</b>
<ul style="list-style-type: none"> <li>• Finance and Accounting (General Fund/Housing Revenue Account)</li> <li>• Internal Audit</li> <li>• Procurement</li> <li>• Revenue and Benefits</li> </ul>

<b>Service Team: Finance</b>	<b>Team Leader: Walter Stockdale/Rosie Plaistowe - Financial Services Managers</b>
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**Ongoing Service Delivery - reviewed annually**

<b>Outcome 1.</b>	<b>Robust budget monitoring arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.</b>							
	<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 F1.1	Ensure the monthly management reporting is accurate, risk based and tailored to specific audiences.	None	01/04/2023	31/03/2025	Financial services Manager (RP)	Inappropriate management information will impact decision making and governance.	D	Accurate management information is provided.
SP23/26 F1.2	Implement the CIPFA Financial management code.	None	01/04/2023	31/03/2025	Financial services Manager (RP)	Financial Governance will be sub-optimal and opportunities to improve will be missed.	S	Code is implemented based upon a gap analysis and action plan
SP23/26 F1.3	Ensure all services are supported with proactive financial management and support.	None	01/04/2023	31/03/2025	Financial services Manager (RP)	Services carrying higher financial risk will not be adequately managed leading to potential financial loss.	D	Service expenditure is within budget and no surprises preventing timely management action.

<b>Outcome 2.</b>	<b>An effective process is in place to ensure the Council has a balanced General Fund annual budget and robust Medium Term Financial Plan.</b>							
	<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 F2.1	Ensure management are engaged in effective service planning and review processes.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Lack of understanding and buy-in to the current and future financial situation.	D	Management sign off their budget responsibilities.
SP23/26 F2.2	Review previous year annual outturn against current year performance and future budget requirements with Heads of Service.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Mis-aligned and uninformed management decisions.	D	Clear line of consistency between time periods and explanations for changes.

SP23/26 F2.3	Ensure the Resources Scrutiny committee and Executive are briefed on the all decisions that impact on the Medium Term Financial Plan.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Decisions are taken out of line with the Medium Term Financial Plan.	D	Committees have had a chance to debate detail.
SP23/26 F2.4	Lead on developing and implementing action plans to ensure a balanced annual budget and Medium Term Financial Plan.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Unsound financial situation.	D	All MTFP targets have clear actions plans to deliver.
SP23/26 F2.5	Lead on financial risk and governance management ensuring sound financial decision making.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Unsound financial situation.	D	Clarity in process, plans developed in timely way.
SP23/26 F2.6	Ensure Treasury prudential limits are appropriate for market conditions (specified and non specified). Ensure treasury management performance by reviewing security, liquidity and return.	None	01/04/2023	31/03/2025	Executive Head of Finance (PV)	Unsound financial situation.	S	Treasury management limits and performance is regularly reviewed.
<b>Service Team: Housing Benefit Service</b>			<b>Team Leader: Nicky Harvey - Revenues and Benefits Manager</b>					

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 3. Waverley residents receive an efficient and accessible Housing Benefit Service.</b>								
<b>Corporate Priority:</b> The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth. A financially sound Waverley, with infrastructure and resilient services fit for the future. The health and wellbeing of our communities.								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 F3.1	All new housing benefit claims are responded to and where possible provisionally assess on the day of receipt.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Delay in entitlement assessment will negatively impact on claimants housing security.	S	Performance indicator shows that claimants do not have to wait to access service or are unduly delayed.
SP23/26 F3.2	Service performance standards (new claims and changes in circumstances processing) are within target turn around days.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Delay in entitlement assessment will negatively impact on claimants housing security.	S	Performance indicator shows that claimants do not have to wait to access service or are unduly delayed.
SP23/26 F3.3	Weekly review of service performance data with the Housing Benefits team and Head of Finance to inform service delivery planning.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Service performance is not understood, corrective action cannot be taken.	D	Subsidy claim back is avoided
SP23/26 F3.4	Maintain dialogue with Department for Work and Pensions (DWP) to comply with their requirements for the implementation of Full Universal Credit (UC) (for all new working age claimants).	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Gap in service resulting in a detrimental impact on claimants moving over to Universal Credit.	S	Roll out policy on UC is complied with.
SP23/26 F3.5	Housing benefit subsidy financial performance will be reviewed monthly to maintain benefit calculation accuracy rate within the DWP performance parameters.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Financial impact on the council through subsidy clawback.	S	Monthly review of value of Local Authority Error subsidy calculation is below threshold.

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 4.</b>		<b>Maximise collection of local taxation.</b>						
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future								
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 F4.1	Weekly review of local taxation service performance data with the service manager and Head of Finance to inform service delivery planning.	None	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Poor customer service, negative impact on tax base and collection rates.	D	All aspects of service remain under control with effective plans to manage demands upon capacity
SP23/26 F4.2	Implement a centralised financial systems and processes controls team to develop the effectiveness of corporate financial systems infrastructure, income and debt management, manage the Civica and Agresso systems integrity, development and administration, and responsible for DWP and collection fund government reporting.	None	01/04/2023	31/03/2025	Financial Services Manager (WS)	Inefficient transaction processing, weakened financial governance, inaccurate data reporting, compromised management information, financial systems integrity is impaired.	D	Systems are maintained proactively with no downtime or impact upon services.
SP23/26 F4.3	Manage the negative impact of Cost of Living crisis on council tax and business rates collection through additional temporary capacity.	Access to covid provision to fund enhanced temporary capacity	01/04/2023	31/03/2025	Revenues and Benefits Manager (NH)	Collection rates will remain below pre covid levels resulting in increased debt on the balance sheet, impaired customer service, debts will be difficult to recover from individuals and businesses experiencing financial pressure.	D	Collection rates are maintained within the parameters set for the tax base in the MTFP.

#### Team Projects - Multi-year

<b>Outcome 5.</b>		<b>CPR18-7</b>						
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future								
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 F5.1	Identify opportunities to collaborate across revenues, benefits and financial service teams with GBC with the objective of saving money or building business resilience.	None	01/04/2023	31/03/2025	Executive Head of Finance	Lost opportunity to identify budget savings, service enhancement and resilience.	D	Opportunities are identified or clear demonstration of work done to identify opportunities to collaborate.

<b>Outcome 6.</b>		<b>Standing Corporate Compliance Actions are achieved</b>						
<b>Corporate Priority:</b> ALL								
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	<b>D/S*</b>	<b>Success is measured / demonstrated by</b>
SP23/26 F6.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Finance	Staff performance and personal development is compromised and morale affected.	D	Objective achieved

SP23/26 F6.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Finance	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 F6.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Finance	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 F6.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Finance	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 F6.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Finance	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 F6.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Finance	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 F6.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Finance	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP23/26 F6.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Finance	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 F6.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Finance	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.

SP23/26 F6.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Finance	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off
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Last update: 25/05/2023 15:02

\*D/S - Discretionary / Statutory