

# Divisional Business Plan 2013-14

**DRAFT FOR P&R CABINET COMMITTEE: 8 January 2013**

Directorate Name: Business Strategy & Support

Division/Business Unit Name: Finance & Procurement

## EXECUTIVE SUMMARY:

Cabinet Portfolio: John Simmonds, Cabinet Member for Finance & Business Support

Responsible Corporate Director: Andy Wood

Responsible Director: David Cockburn

Head(s) of Service: Keith Abbott, Cath Head, Neeta Major, Dave Shipton, Henry Swan, Nick Vickers

Gross Expenditure: **TBC**

FTE: 463.8



## SECTION A: ROLE/PURPOSE OF FUNCTION

The Division provides finance and procurement services across the whole Council and to an extensive range of other public bodies in Kent.

It supports the Corporate Director of Finance & Procurement to deliver his responsibilities as the Chief Financial Officer, including his statutory responsibilities to produce the financial accounts and to administer the Superannuation Fund.

The core of the Division's role is:

- advising on the financial aspects within key service, policy and strategic developments
- delivering a Medium Term Financial Plan (MTFP) and annual budget, aligning priorities to available resources
- managing the in year revenue and capital budgets
- ensuring the Council has effective internal control systems and processes that support good governance
- delivering major improvements to the Council's procurement functioning to support Kent businesses, add value and manage risk
- providing the core financial services which support the organisation: assessments and income; debt recovery; insurance; payments; pensions administration; treasury management

The Division's key objectives are to: ensure the robust and effective management of the finances managed by the Council; and to develop a strategic approach to maximise efficiencies when delivering Council services.

## SECTION B: CONTRIBUTION TO MTP OBJECTIVES

The Finance & Procurement Division Business Plan contributes toward the following objectives in KCC's Medium Term Plan (MTP):

### **HELP THE ECONOMY GROW:**

- Supporting the delivery of the Council's Services with robust budget management in the short term and effective budget forecasting in the medium-term to ensure a balanced budget with low levels of local taxation that support growth in the wider Kent economy.
- Working in consultation with our local authority partners in the County and Region to get Kent and the South East the best deal from any changes made to local government funding.
- Improving how we procure and commission goods and services with a Procurement Strategy to support Kent Business and processes that are open, transparent and proportionate, reducing barriers to entry for small to medium sized enterprises and social enterprises.
- Improving the efficiency of invoicing and payments systems so that Kent suppliers receive funds within agreed timescales.
- Ensuring all Kent's pupils meet their full potential by offering schools a range of support services through "EduKent" our school trading arm and increased delegation from KCC to schools.
- Supporting the Kent Environment Strategy by working with our local and regional partners to reduce the costs of waste disposal.

### **PUT THE CITIZEN IN CONTROL:**

- Supporting the transformation programme in the Council's Families and Social Care (FSC) Directorate with greater integration of health and social care services in Kent.
- Reviewing and improving the presentation of the Council's financial information to the citizen, with increased accessibility through a range of media channels.
- Increasing our levels of engagement with Kent residents to better identify their future spending and savings priorities.
- Transforming our client assessment processes so they are increasingly integrated with health services and Kent residents quickly understand their entitlements and are signposted to additional sources of help and support.

### **TACKLE DISADVANTAGE:**

- Supporting the 'Troubled Families' strategy. Driving greater use of multi-disciplinary teams and pooled funding arrangements across the public sector, reducing duplication and delivering better outcomes at lower cost to the taxpayer. The 'Troubled Families' concept will have been adopted across a range of other priorities, with Locality Boards increasingly responsible for the oversight of performance and delivery within their local area. Evaluation of the savings delivered for Kent public services and the improved outcomes for families in Community Budget pilot.

**SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS**

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

<b>PRIORITY 1: PREVENTION</b>	<p><b>DESCRIPTION OF PRIORITY:</b></p> <ul style="list-style-type: none"> <li>• provide guidance, training and support in budget forecasting and management to prevent unplanned outcomes whilst supporting delivery of the Council’s objectives</li> <li>• develop a medium term financial strategy that prevents the need for short-term emergency measures to balance the budget</li> <li>• deliver the Chief Financial Officer’s statutory responsibilities</li> <li>• provide and communicate a framework of guidance for the Council’s procurement activity so that spending reflects a consistent approach that seeks value for money through competition, transparency and fairness.</li> </ul>
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Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>1.0</b>	<b>Ensure people and systems are fully up to speed to ensure budget forecasting is accurate to prevent surprises at different stages throughout the year</b>			
1.1	Develop training programme	Cath Head	Apr 2013	Mar 2014
1.2	Continue to identify training needs for finance staff and budget managers on finance principles and systems	Emma Feakins	Apr 2013	Mar 2014
1.3	Deliver and monitor success of training	Emma Feakins	Apr 2013	Mar 2014
<b>2.0</b>	<b>Ensure capital and revenue technical expertise is up to date and disseminated to relevant people to prevent qualified accounts</b>			
2.1	Develop closedown plan taking into consideration staff changes and auditor changes	Cath Head	Pre Apr 2013	Jul 2013
2.2	Invest time in new staff to provide training and knowledge transfer	Cath Head	Pre Apr 2013	Jul 2013
2.3	Create new closedown champions group for Finance to manage the production of KCC’s Statement of Accounts	Emma Feakins	Pre Apr 2013	May 2013

2.4	Meet regularly with new Auditors to determine approach and working paper requirements	Cath Head	Pre Apr 2013	Jun 2013
<b>3.0</b>	<b>Continue our medium term financial planning so that we are ahead of the game and do not have to resort to drastic action to balance the budget</b>			
3.1	Develop overall medium term financial strategy based on estimated grants/tax receipts and anticipated additional spending demands	Dave Shipton	Apr 2013	May 2013
3.2	Assess policy and savings options to balance spending demands against anticipated income	Dave Shipton	May 2013	Dec 2013
3.3	Prepare regular progress reports for Budget Programme Board, Cabinet, Cabinet Committees, Corporate Board and Corporate Management Team	Dave Shipton	May 2013	Jan 2014
3.4	Preparation of draft and final Medium Term Financial Plan	Simon Pleace	Dec 2013	Feb 2014
<b>4.0</b>	<b>Work with the Directorates to provide financial input into the various transformation programmes and reviews</b>			
4.1	Review and analyse details of various programmes and provide expertise, as required	Keith Abbott	Apr 2013	Mar 2014
<b>5.0</b>	<b>Support the delivery of the Chief Financial Officer's statutory responsibilities</b>			
5.1	Manage the 31 March actuarial valuation of the Fund actuarial valuation	Nick Vickers	Apr 2013	Mar 2014
5.2	Valuation data of high quality and to the actuary on time	Pat Luscombe	Apr 2013	Jul 2013
5.3	Valuation results received, discussed with the actuary, communicated to scheme employers and new contribution rates set	Nick Vickers	Apr 2013	Mar 2014
5.4	Provision of insurance services for the assets and liabilities of the Council	Nick Vickers	Apr 2013	Mar 2014
5.5	Manage the annual insurance renewal	Darryl Mattingly	Apr 2013	Dec 2013
5.6	Ensure that claims are effectively managed and the cost of claims minimized	Darryl Mattingly	Apr 2013	Mar 2014
<b>6.0</b>	<b>All Procurement documents and processes kept updated and communicated</b>			
6.1	All Documentation final versions published on intranet and incorporated into pro-contract	Henry Swan	Pre Apr 2013	Feb 2013
6.2	New processes updated onto intranet	Henry Swan	Pre Apr 2013	Mar 2013
6.3	Procurement Overview Training Module - delivered to key staff	Henry Swan	Pre Apr 2013	Dec 2013

6.4	Develop further training modules	Henry Swan	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	All finance staff and budget managers have received relevant training on finance principles and systems			Sep 2013
B	Monitor of staff capability (fewer errors/queries) shows successful training has been delivered			Mar 2014
C	Task driven closedown plan identifying responsible staff and delivery dates			Jan 2013
D	Auditors confirm approach to closedown and provide working paper requirements			Jan 2013
E	Draft accounts complete			Jun 2013
F	Autumn Budget Statement to Cabinet			Oct/Dec 2013
G	County Council Budget Meeting			Feb 2014
H	5 Superannuation Fund Committee meetings			Jun, Sep, Nov, Feb, Mar
I	Meeting with major fund employers on valuation results			Nov 2013
J	Insurance renewal			Dec 2013
K	Annual Insurance Report (review of the year) to Governance & Audit Committee			Mar 2014
L	Procurement intranet page fit for purpose			Apr 2013
M	Deliver 12 Procurement Overview Courses			Mar 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Agreement of Budget and Council Tax		Yes	

PRIORITY 2: PRODUCTIVITY	DESCRIPTION OF PRIORITY: <ul style="list-style-type: none"> <li>improve and integrate financial systems and processes to enable smarter working and faster turnaround times; provide support to transformation programmes within individual Directorates and cross-Council</li> <li>support and promote effective and efficient systems, processes and governance through both proactive and reactive audit reviews and fraud work</li> <li>continue to develop smarter ways of working in Schools Financial Services with the continuation of automation and streamlining of processes and the development of the EduKent website</li> <li>continue to support transformation through the roll-out of new applications as part of the Enterprise Resource Planning (ERP) programme to meet new finance support arrangements and develop procurement activities online.</li> </ul>			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>7.0</b>	<b>Integrate business systems into central forecasting systems to transform budget monitoring and enable smarter working to make additional savings</b>			
7.1	Identify phases for integration	Cath Head	Pre Apr 2013	Jun 2013
7.2	Ensure business systems are “clean” before integration	Cath Head	Apr 2013	Mar 2014
7.3	Create links between activity and finance to improve forecasting throughout the year	Cath Head	Apr 2013	Mar 2014
<b>8.0</b>	<b>Improve the process around the budget book production ensuring that management reports can be produced throughout the year</b>			
8.1	Link budget book to Oracle software system codes to ensure effective management reporting	Cath Head	Apr 2013	Sep 2013
8.2	Review and develop processes that meet the revised capital strategy to ensure effective budget book production and monthly monitoring	Jo Lee/Julie Samson	Pre Apr 2013	Jun 2013
<b>9.0</b>	<b>Improve the efficiency of invoicing and payments systems to help directorates process payments more quickly</b>			
9.1	Support the roll out of iProcurement and eInvoicing applications to interact with our Oracle systems	Deanna Bradley	Apr 2013	Mar 2014
9.2	Ensure the Council achieves payment processing targets	Deanna Bradley	Apr 2013	Mar 2014
<b>10.0</b>	<b>Update Client assessment and debt recovery processes to support the FSC Adults Transformation project</b>			
10.1	Support the transformation programme within FSC	Michelle Vickery	Apr 2013	Mar 2014

10.2	Ensure that the Council effectively monitors its outstanding debt and achieves debt targets	Michelle Vickery	Apr 2013	Mar 2014
<b>11.0</b>	<b>Continue to improve presentation of KCC budget book and MTFP to make it more understandable</b>			
11.1	Review budget book and MTFP presentation	Cath Head/Dave Shipton	Apr 2013	Sep 2013
11.2	Ensure the presentation meets reporting requirements across the authority	Simon Pleace	Apr 2013	Sep 2013
11.3	Ensure the presentation meets public and Member expectations	Dave Shipton	Apr 2013	Sep 2013
11.4	Develop on-line alternatives through web platform and other media to increase availability of budget information	Dave Shipton	Apr 2013	Dec 2013
<b>12.0</b>	<b>Greater use of Oracle in producing budget information reducing reliance on local spreadsheet systems</b>			
12.1	All profiled budgets and forecasts to be held in Oracle to provide a single version of the truth with which to monitor expenditure and income against	Cath Head	Apr 2013	Sep 2013
12.2	Greater use of Oracle to populate medium term financial plan	Dave Shipton/Simon Pleace	Apr 2013	Sep 2013
<b>13.0</b>	<b>Support and promote effective and efficient systems, processes and governance through <u>proactive</u> audit and fraud work</b>			
13.1	Agreement of 2013/14 Annual Audit Plan by Governance and Audit (G&A) Committee	Neeta Major	Apr 2013	Apr 2013
13.2	Periodic review of the Plan to ascertain need for amendments due to emerging issues	Neeta Major	Jun 2013	Jan 2014
13.3	Ensure delivery of 90% of planned work within the financial year, subject to any agreed amendments	Neeta Major	Apr 2013	Mar 2014
13.4	Verify and report implementation to G&A of all high and medium risk recommendations in the quarter they fall due, highlighting areas of residual risk	Neeta Major	Apr 2013	Apr 2014
13.5	Provision of anti fraud and corruption awareness training, implementation of e-learning tool and regular e-bulletins.	Neeta Major	Apr 2013	Mar 2014
<b>14.0</b>	<b>Support and promote effective and efficient systems, processes and governance through <u>reactive</u> fraud and other investigations</b>			
14.1	Investigate allegations of fraud referred to Internal Audit in accordance with anti fraud & corruption strategy	Neeta Major	Apr 2013	Mar 2014
14.2	Report completed investigations to G&A including sanctions and recommendations made.	Neeta Major	Jul 2013	Mar 2014



<b>15.0</b>	<b>Continue looking at smarter ways of working in Schools Financial Services, including development of the compliance programme with internal audit and the continuation of automation and streamlining of processes, including statutory returns</b>			
15.1	Undertaking of compliance visits	Yvonne King	Apr 2013	Mar 2014
15.2	Deliver a comprehensive programme of training comprising 24 different courses aimed at bursars, Headteachers, governors and Senior Leaders	Yvonne King	Apr 2013	Mar 2014
15.3	Collection, analysis and feedback on schools' returns	Yvonne King	Apr 2013	Mar 2014
15.4	Support transformation of Pupil Referral Units (PRUs) into delegation	Yvonne King	Apr 2013	Mar 2014
<b>16.0</b>	<b>Development of the EduKent website to full E-Commerce functionality by Summer 2013</b>			
16.1	Work with the Information, Communications and Technology (ICT) Division to develop the site fully, to include functionality such as on-line ordering, full account detail	Nick Jordan	Apr 2013	Aug 2013
<b>17.0</b>	<b>Continue roll-out of Enterprise Resource Planning (ERP) working with the Programme Manager in ICT (Natasha Stonestreet)</b>			
17.1	Continue to evaluate processes and systems to meet new finance support arrangements, including integration of business systems, effective monitoring and forecasting and review of outputs	Cath Head	Apr 2013	Sep 2013
17.2	Develop iProcurement application for further roll out including, adding clauses, catalogues, reconfiguring	Henry Swan	Pre Apr 2013	Jun 2013
17.3	Develop iSupplier application and go live	Henry Swan	Pre Apr 2013	May 2013
17.4	iSupplier roll out to suppliers	Henry Swan	Apr 2013	Mar 2014
<b>18.0</b>	<b>eInvoicing Implementation</b>			
18.1	Tender Process	Henry Swan	Pre Apr 2013	Feb 2013
18.2	Implementation	Henry Swan/Nick Vickers	Pre Apr 2013	May 2013
<b>19.0</b>	<b>Roll out of eSourcing web-based application and Kent Business Portal</b>			
19.1	Continue roll out of eSourcing within KCC	Henry Swan	Pre Apr 2013	Mar 2014
19.2	Continue to work with other Public Sector bodies on increasing usage	Henry Swan	Pre Apr 2013	Mar 2014

19.3	Work with private sector to encourage use	Henry Swan	Pre Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Publish draft and final MTFP and Budget Books			Dec 2013/Mar 2014
B	Approval of Internal Audit Annual Plan and compliance programme			Apr 2013
C	Completion of 90% of Annual Plan and compliance programme			Mar 2014
D	Roll out of anti fraud and corruption awareness e-learning			Mar 2014
E	Go live iSupplier			May 2013
F	Go live eInvoicing			Jun 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

<b>PRIORITY 3: PARTNERSHIP</b>	<b>DESCRIPTION OF PRIORITY:</b> <ul style="list-style-type: none"> <li>• work with other local authorities to share information and respond to budget challenge and legislative changes</li> <li>• work with Districts/Police/Fire to maximise the Council Tax base</li> <li>• work with the Department for Communities and Local Government (DCLG) to ensure Kent local authority issues are adequately addressed in any future local government funding arrangements</li> <li>• build on external partnership arrangements for provision of schools financial services</li> <li>• engage with regional and national groups</li> <li>• collaborate on procurement with partnership groups</li> </ul>			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>20.0</b>	<b>Work with other local authorities to share information, respond to budget challenge and legislative changes</b>			
20.1	Programme of meetings with South East Seven (SE7) group of authorities and any sub groups arising from this group	Dave Shipton	Apr 2013	Mar 2014
20.2	Programme of meetings with Kent Finance Officers Association (KFOA) and any sub groups arising from this group	Dave Shipton	Apr 2013	Mar 2014
<b>21.0</b>	<b>Work with Districts/Police/Fire to maximise the Council Tax base on which the precept is determined</b>			
21.1	Analysis and monitoring of current tax base, collection rates, discounts and exemptions	Trevor Oakley	Sep 2013	Dec 2013
21.2	Development of options to: (1) explore the discretions on discounts and exemptions whilst meeting both KCC and district strategic objectives; (2) maximise the tax base through planning housing developments (and in future years business rate tax base through economic development); (3) reduce fraud and incorrect application of discounts/exemptions/ exclusions; and (4) maximise council tax collection rates.	James Mackintosh	Sep 2013	Oct 2013
21.3	Negotiation with districts and major precepting authorities	Dave Shipton	Oct 2013	Nov 2013
21.4	Finalise tax base estimates with districts	Trevor Oakley	Dec 2013	Dec 2013
<b>22.0</b>	<b>Work with DCLG to ensure that two-tier local authority issues are adequately addressed in any future local government funding arrangements</b>			
22.1	Modelling of impact of options to change local government funding arrangements	Trevor Oakley	Jun 2013	Sep 2013

22.2	Prepare and agree responses to formal consultation	James Mackintosh	Jun 2013	Oct 2013
22.3	Incorporate any changes into medium term financial planning and reporting	Dave Shipton	Oct 2013	Nov 2013
<b>23.0</b>	<b>Build on external partnership arrangements for EduKent, including membership of SE7 sub group</b>			
23.1	Collaboration with East Sussex County Council to jointly provide services to schools and academies	Nick Jordan	Apr 2013	Jul 2013
23.2	Explore options relating to preferred suppliers e.g. Schools Personnel Services Excepted Items	Nick Jordan	Apr 2013	Mar 2014
<b>24.0</b>	<b>Engage with regional and national groups to provide an outward focus for Finance Business Partners</b>			
24.1	Attend various groups for sharing of information and best practice, including: South East Deputies Group; South East Finance Officers Group (SEFOG); and the Campaign for Fairer Funding in Education (F40) group of local education authorities	Keith Abbott	Apr 2013	Mar 2014
<b>25.0</b>	<b>Procurement Collaboration</b>			
25.1	SE7: attend quarterly procurement heads meetings agree joint procurements	Henry Swan	Apr 2013	Mar 2014
25.2	Kent Buying Consortium: attend heads of procurement meetings / agree joint procurements	Henry Swan	Apr 2013	Mar 2014
25.3	Support SE7 Waste Project	Henry Swan	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	N/A			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 4: PROCUREMENT	DESCRIPTION OF PRIORITY: <ul style="list-style-type: none"> <li>ensure Kent Businesses have the best opportunity to win KCC direct business and second tier business</li> <li>analyse and review spending by category to deliver savings</li> <li>support specific procurements and review of specific long-term contracts</li> <li>ensure transparency of contracts</li> <li>review KCC's treasury management in order to maximise returns and minimise risk</li> </ul>			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>26.0</b>	<b>Continue to work to ensure Kent Businesses have the best opportunity to win KCC direct business and second tier business in support of Bold Steps for Kent</b>			
26.1	Utilise Kent Business Portal	Henry Swan	Pre Apr 2013	Mar 2014
<b>27.0</b>	<b>Continue to carry out Spend analysis, Category reviews and work with Service Directorates to deliver savings for the Council</b>			
27.1	Deliver as detailed in Category Strategy Plan	Henry Swan	Pre Apr 2013	Mar 2014
<b>28.0</b>	<b>Lead the national procurement of a pensions administration system framework contract</b>			
28.1	Support Procurement working jointly with Hampshire	Pat Luscombe/Terry Hazlewood	Apr 2013	Aug 2014
<b>29.0</b>	<b>Ensure transparency of contracts</b>			
29.1	Publish details of all contracts over £50k on the Kent Business Portal	Henry Swan	Apr 2013	Mar 2014
<b>30.0</b>	<b>Review of specific long term contracts (e.g. Allington Waste Incinerator)</b>			
30.1	All major contracts already in place to be reviewed by Category Managers	Henry Swan	Apr 2013	Mar 2014
<b>31.0</b>	<b>Continue to review our treasury management in order to maximise returns and minimise risk</b>			
31.1	Ensure that the Corporate Director of Finance & Procurement, the Cabinet Member for Finance and the Treasury Advisory Group have appropriate information and options appraisals.	Nick Vickers	Apr 2013	Mar 2014
31.2	Support meetings of the Treasury Advisory Group	Nick Vickers	Apr 2013	Mar 2014
31.3	Ensure that the Treasury Strategy is implemented and effective Treasury Management control processes are maintained	Alison Mings	Apr 2013	Mar 2014

31.4	Within the risk parameters set by members maximize returns from available counterparties	Alison Mings	Apr 2013	Mar 2014
31.5	Manage the Council's borrowing and refinancing of debt	Alison Mings	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Quarterly meetings of the Treasury Advisory Group			Mar, Jul, Sep, Dec
B	Quarterly treasury management reporting to Governance and Audit Committee			Mar, Jul, Sep, Dec
C	Twice yearly treasury management reporting to Council			Jul 2013/Jan 2014
D	Annual Treasury Strategy agreed by Council			Feb 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 5: PEOPLE	DESCRIPTION OF PRIORITY: <ul style="list-style-type: none"> <li>• promote awareness of the new Local Government Pension Scheme 2014 with the employers and members in the Kent Scheme</li> <li>• engage with internal stakeholders to promote awareness of new finance systems and processes</li> <li>• engage with Kent residents to identify future spending and savings priorities</li> <li>• engage with Finance &amp; Procurement (F&amp;P) staff to support new ways of working</li> <li>• continue to develop internal and external relationships to improve Kent's services to schools</li> </ul>			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>32.0</b>	<b>Promote awareness of the new Local Government Pension Scheme 2014 with the 350 scheme employers and 100,000 scheme members</b>			
32.1	Establish proper arrangements within the Pensions Section to manage the new scheme	Pat Luscombe	Apr 2013	Mar 2014
32.2	Undertake communication with all scheme employers so that they understand the new scheme	Pat Luscombe	Apr 2013	Mar 2014
32.3	Manage the implications of any new governance arrangements required by the new scheme	Nick Vickers	Apr 2013	Mar 2014
<b>33.0</b>	<b>Promote awareness of new finance systems and processes with internal stakeholders</b>			
33.1	Develop and improve changing culture around new finance support arrangements	Simon Pleace	Apr 2013	Sep 2013
33.2	Brand and improve communication to internal stakeholders around new systems and finance support arrangements	FinDivMT	Apr 2013	Mar 2014
<b>34.0</b>	<b>Greater external engagement with Kent residents to identify future spending and savings priorities</b>			
34.1	Preparation of options for public consultation	Dave Shipton	May 2013	Jul 2013
34.2	Launch of formal consultation including presentations, workshops, etc	Dave Shipton	Jul 2013	Oct 2013
34.3	Analysis of feedback and development of the council's formal response	Dave Shipton	Oct 2013	Dec 2013
<b>35.0</b>	<b>Greater internal engagement with Finance &amp; Procurement (F&amp;P) staff to strengthen a Division culture that supports new ways of working</b>			
35.1	Undertake "Back To The Floor" (BTTF) visits to each of the Division's functional teams on a regular basis, reporting findings to KCC	Andy Wood	Apr 2013	Sep 2013

	Management Teams as appropriate			
35.2	Develop a local scheme of staff recognition on the back of the 'Because of You' campaign	Greg White	Pre Apr 2013	May 2013
35.3	Organise 3 professional gatherings for all F&P staff to address a range of current business topics with Cabinet Member and Deputy Cabinet Member engagement and support	Greg White	Apr 2013	Mar 2014
35.4	Develop Divisional monitoring and reporting of individual progress with 'Kent Manager'	Greg White	Apr 2013	Jan 2014
35.5	Support 'Kent Manager' accreditation of 76 F&P staff by 31 March 2014 with inclusion in TCP target-setting and Mid Year Reviews	Greg White	Apr 2013	Mar 2014
<b>36.0</b>	<b>Continue to develop internal relationships with service providers and external customer relationships with schools and academies; improve customer focused processes to give EduKent 'the edge' when promoting Kent's services</b>			
36.1	Ongoing development of website, with Phase 2 coming online with effect from April 2013.	Nick Jordan	Apr 2013	Apr 2013
36.2	Development of an intranet for Kent Service Providers, to provide assistance with selling services to schools and academies	Nick Jordan	Apr 2013	Jun 2013
36.3	Ongoing Quality Assurance activity to ensure continued customer satisfaction	Nick Jordan	Apr 2013	Mar 2014
36.4	Work towards achievement of Customer Service Excellence Standard	Nick Jordan	Apr 2013	Mar 2014
36.5	Continue to develop the relationship with Commercial Services, using their regional and national network	Nick Jordan	Apr 2013	Mar 2014
<b>37.0</b>	<b>Continue to review and develop Schools Financial Services contracts to schools and academies</b>			
37.1	Increase income by revising and developing new traded services to meet schools' and academies' needs	Yvonne King	Apr 2013	Mar 2014
37.2	Increase number of traded contracts with schools and academies	Yvonne King	Apr 2013	Mar 2014
<b>38.0</b>	<b>Maintain excellent relations with the Schools Funding Forum, working to achieve manageable solutions to the ongoing review of schools' funding</b>			
38.1	Continue to support the Forum with clerking role and provide support for Forum Sub Groups, to include: Delegated Formula Funding Group (DFFG); Capital; Early Years; and the Forum Executive	Keith Abbott	Apr 2013	Mar 2014
<b>KEY MILESTONES</b>				<b>DATE</b> (month/year)
A	Formal launch of budget consultation			Oct 2013



B	Cabinet Report on response to budget consultation	Dec 2013
C	3 professional gatherings of all F&P staff	Mar, Jul, Nov
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	N/A	

<b>PRIORITY 6: FINANCIAL &amp; POLICY CHALLENGES</b>	<b>DESCRIPTION OF PRIORITY:</b> <ul style="list-style-type: none"> <li>• coordinate KCC's response to key fiscal challenges</li> <li>• continue to explore ways to generate income to support the overall KCC budget</li> <li>• continue to work with Directorates to seek to identify savings and the service implications for KCC as part of Medium Term Planning</li> <li>• continue to develop clear best practice standards of procurement and Governance across the Council</li> <li>• review of Private Finance Initiative (PFI) contracts with a view to reducing on-going costs</li> <li>• support the major transformation projects across the Council</li> <li>• deliver planned Procurement savings</li> </ul>			
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
<b>39.0</b>	<b>Coordinate KCC's response to key fiscal challenges</b>			
39.1	Coordinate KCC's response to the most challenging financial environment local government has ever faced with a sustained period of reductions in grants from central government and greater reliance on income raised locally	Dave Shipton	Apr 2013	Mar 2014
<b>40.0</b>	<b>Continue to explore ways, with service providers, to maximise income from EduKent to support the overall KCC budget</b>			
40.1	Explore new income strands, including sponsorship with high street banks	Nick Jordan	Apr 2013	Mar 2014
40.2	Enhance website, to include fee-paying suppliers which are non-competitive with current EduKent providers	Nick Jordan	Apr 2013	Jul 2013
40.3	Review services to ensure creative packages, with a view to cost reduction to the Authority, but bespoke packages to schools and academies	Nick Jordan	Apr 2013	Jul 2013
<b>41.0</b>	<b>Finance Business Partners to seek to identify savings for KCC as part of the MTP Group, whilst working with the Directorates to deliver services</b>			
41.1	Continue to develop and build on the work undertaken in 2012/13	Keith Abbott	Apr 2013	Mar 2014
<b>42.0</b>	<b>Finance Business Partners to lead on Informal Member Groups (IMGs) charged with looking at service implications</b>			
42.1	Support the Cabinet Committee IMG's in their annual process of budget review	Finance Business Partners	Jun 2013	Jan 2014
<b>43.0</b>	<b>Continue to develop clear best practice standards of procurement and Governance across the Council</b>			

43.1	Update the Council's code of practice for procurement: 'Spending the Council's Money'	Henry Swan	Pre Apr 2013	April 2013
<b>44.0</b>	<b>Review of PFI contracts with a view to reducing on-going costs</b>			
44.1	Explore opportunities for reducing costs under PFI contracts	Jane Blenkinsop	Apr 2013	Mar 2014
44.2	Explore with schools opportunities for reducing their service levels	Jane Blenkinsop	Apr 2013	Mar 2014
44.3	Discuss options with contractors on the extent to which savings could be made	Jane Blenkinsop	Apr 2013	Mar 2014
<b>45.0</b>	<b>Introduction of guidance on investment appraisals</b>			
45.1	Draft necessary guidelines and relevant forms for process	Jane Blenkinsop	Jun 2013	Sep 2013
45.2	Develop and implement consultation process for Directorates	Jane Blenkinsop	Sep 2013	Nov 2013
<b>46.0</b>	<b>Support the major transformation projects across the Council, such as Looked After Children Strategy, Older People Strategy and New Work Spaces</b>			
46.1	Provide technical advice and support for cost analyses of all major transformation projects	Keith Abbott	Apr 2013	Mar 2014
<b>47.0</b>	<b>Continued work to deliver planned Procurement savings</b>			
47.1	Continued work with Services in 2013/14 to deliver planned Procurement savings across the Council (£20m by March 2015 in current Medium Term Financial Plan)	Henry Swan	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	N/A			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
		£	£	£	£	£	£	£

HUMAN RESOURCES: 2012/13		
FTE establishment at 31 March 2012	Estimate of FTE establishment at 31 March 2013	Reasons for any variance
572.5	463.8	108.7 FTE reduction due to Finance & Procurement Reorganisation

HUMAN RESOURCES: 2013/14		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
463.8	463.8	

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Lateness or non-compliance of annual accounts	Established procedures , staff training and regular liaison with auditors
Unforeseen variances from budget	Budget Programme Board, budgetary controls and monitoring timetables, accountability of managers for remedial action
Inaccuracies, errors or lateness of information from accounting system	Budget monitoring and quality assurance procedures, including controls within data systems and regular trial balancing
Loss arising from failure of a financial counterparty or a poor investment decision	Treasury Advisory Group, external advisors, treasury management resourcing and general good practice
Losses to Kent County Superannuation Fund through inadequate investment management	Regular monitoring of fund managers and of investment strategy and asset allocation. External advice from consultant and actuary.
Claims or losses arising from non- payment, under- or over payment of creditors including foster carers	Monitoring of workflows, procedures including separation of duties, staff training and regular internal audits
Losses from failure to collect due income	Monitoring of workflows, procedures including separation of duties, staff training and regular internal audits
Losses through inadequate insurance cover	Regular “refreshes” of sums insured, assets and liabilities. Annual examination of insurance contract leading to extension or re-let. External advice from consultants and insurers.
Failure to deliver services because of a lack of suitably skilled staff or of effective leadership	Monitoring of recruitment and retention including staff surveys. Professional training including management development, induction, Continuous Professional development (CPD) and trainee programmes. Personnel performance management including annual appraisal and Total Contribution Pay.

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Cash and investment management	Two hours	Two people on duty
Outgoing payments , including foster payments and pensions	1 day	Emergency payments only
Administering vulnerable clients' financial affairs	1 day	Two people on duty
Procurement help desk dealing with purchase order enquiries	1 day	One person on duty
Benefits advice	1 day	One adviser on duty
Debt recovery action	1 day	One mobile person available
Maintaining financial services to schools	3 days	Two people on duty
Processing time critical insurance claims	3 days	One person available
Submission of external funding bids and claims	3 days	One person on duty

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
% of pensions correspondence dealt with within 15 working days		TBC					
% of retirement benefits paid within 20 working days of all paperwork received		TBC					
% of invoices paid for commercial goods and services within 20 days		TBC					
% of outstanding debt under 60 days old		TBC					
% of outstanding debt over 6 months old		TBC					

**SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES**

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
<p>We are essentially a support service to the businesses within KCC, as well as elected Members. In order to provide effective and timely support, we often require our 'customers' to provide us with core data that enables us to 'do our job'. Without this two-way information/data exchange, our effectiveness is seriously adversely impacted. To this extent, virtually everything we do requires support from other Divisions/Services.</p>		<p>Continuous</p>