



FINANCE DIRECTORATE

SERVICE PLAN 2022/23

Director: Leigh Clarke

TABLE OF CONTENTS

PURPOSE	3
OPERATING HIGHLIGHTS FOR 2022/23.....	3
OUR SERVICES	4
KEY RISKS	4
KEY PROJECTS	5
DIRECTORATE KPI'S	5
ACTIONS FOR 2022/23	6
SAVINGS / INCOME TARGETS 2022/23	7
BUDGETS - STAFF.....	8
BUDGETS - SERVICES.....	9

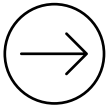
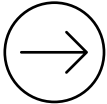
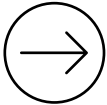
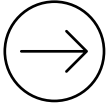
PURPOSE

This Service Plan describes how the Finance Directorate is contributing towards the delivery of the Council's Corporate Strategy objectives. Directorate service plans will be updated annually to outline the priorities for the coming financial year. This Plan includes:

- The key initiatives for the coming financial year.
- An overview of the structure of the directorate and its functions.
- A summary of the main risks within the directorate.
- The projects that the directorate will be undertaking in 2022/23.
- Reference to directorate specific Key Performance Indicators (KPI's).
- Targeted actions the directorate will be pursuing to deliver the Corporate Plan.
- Directorate highlights, such as budgets, staff, and savings position.

OPERATING HIGHLIGHTS FOR 2022/23

In addition to delivering the range of day-to-day activities that fall within the remit of the Finance Directorate, there are several key initiatives planned for the coming financial year. The flagship areas of work that will have a positive impact on the Council includes:

	<p>“Supporting the delivery of the Medium-Term Financial Strategy, and the Fit For Future savings initiative”.</p>
	<p>“Developing internal capacity to support the Council’s commercial investments and act on findings from the EY report”.</p>
	<p>“Implementing the Council Tax Energy Rebate to support residents in respect of the rising cost of living”.</p>
	<p>“Delivering the Covid Additional Relief Fund supporting businesses in the borough through business rates relief”.</p>

OUR SERVICES

The Finance Directorate is focused around developing an innovate, proactive, and effective Council. To achieve this, the directorate is broken down into three areas:

Customer Services	Finance	Revenues & Benefits
Contact Centre	Budget Management	Business Rates
Land Charges	Business Support	Council Tax
On-line Services	Cash Management	Fraud Investigation
Reception	Debtors and Creditors	Housing Benefits
Statutory Reporting	Treasury	Support Claim Administration

KEY RISKS

What is the risk?	How are we mitigating this?
Risk that the Council is unable to meet the ongoing challenge of maintaining service provision in a financially difficult environment.	<ul style="list-style-type: none"> Budget and performance monitoring in the Green Book. Ongoing review and update of medium-term financial strategy. Strategies in place for income generation/cost reductions. Invest to save projects and other transformation and saving initiatives (Fit For the Future).
Risk that the longer-term viability of commercial rent, and the potential impact this will have on the local economy, will change the financial landscape for the foreseeable future.	<ul style="list-style-type: none"> Temporary suspension of the investment programme, and the deferring of non-essential projects. Continue to market the town centre potential to businesses and the public in conjunction with the 'Destination Woking' concept. Seek diversification of town offering to try to increase income for parking and commercial rents.
Risk that Government regulatory or legislative changes impact the Councils budgets and/or funding.	<ul style="list-style-type: none"> Responding to Government consultations and engaging with the sector to ensure that the Councils interests are protected. Continuing to scan the horizon for upcoming changes.

KEY PROJECTS

Project Name	Project Descriptions
Offsite Printing and Posting	This project will assess the viability of sending printing and posting to be managed offsite.
Customer Services Migration to On-line	The aim of this project is to review the principle of the “One Stop Shop” which Customer Service staff currently operate under and maximise a “Digital First” approach.
Revenue/Benefits and Customer Services Team redesign	This project will enable a review of the Management structure across the Revenues, Benefits and Customer Services Team.

DIRECTORATE KPI'S

The Council uses a variety of performance indicators to monitor how well our services are performing in meeting the needs of our residents. We monitor and publish our performance monthly via the ‘Green Book’ to ensure that we remain focused on our priorities and can promptly deal with underperformance wherever necessary.

ACTIONS FOR 2022/23

Corporate Objective	Priorities for 2022/23	By March 2023 we will have
Support businesses to recover from the pandemic and grow.	Processing all Covid related grants to support businesses across the borough.	Delivered the Covid Additional Relief Fund supporting businesses in the borough through business rates relief.
		Completed final reconciliation of the business grants schemes administered during the Covid pandemic.
Active use of independent and peer reviews to inform service improvement.	Implementing required changes resulting from the EY report.	Developed internal capacity to support the Council's commercial investments and act on findings from the EY report.
Develop and strengthen strategic service and financial planning and performance and risk management.	Ensuring the financial stability of the Council and seek efficiencies.	Supported the delivery of the Medium-Term Financial Strategy, and the Fit For Future savings initiative.
		Supported the corporate review of Thamesway business plans and financial models.
Develop the council's digital maturity and capability.	Look at enhancements to customer services operating model.	Review the principle of the "One Stop Shop" which Customer Service staff currently operate under and maximise a "Digital First" approach.

SAVINGS/INCOME TARGETS 22/23

Finance	Develop wider financial management and risk capabilities and consequently reduce investment into assurance-based activity.	£15,000	Service Efficiency
Finance	Reduce budget to reflect only essential subscriptions and support.	£12,000	Service Efficiency
Finance	Review capitalisation of interest to projects.	£333,000	Financing
Revenues and Benefits	Redesign services and adjust resourcing to reduce the use of agency staff cover.	£27,000	Service Redesign
Customer Services	Staff efficiency when national Land Register changes are implemented.	£28,000	Service Redesign
Customer Services	Migrate customer services towards online channels, reducing the need and demand for face-to-face capacity.	£28,000	Service Redesign
	Totals:	£443,000	

BUDGETS - STAFF

STAFF BUSINESS UNITS	Customer Services	Council Tax	Financial Services	Revenues & Benefits	Total
	£	£	£	£	£
Employees	446,624	550,476	3,108,498	681,858	4,787,456
Premises	0	0	0	0	0
Transport	0	257	0	257	514
Supplies And Services	19,097	6,468	28,162	8,306	62,033
Agency And Contracted Services	0	0	85,000	0	85,000
Transfer Payments	0	0	0	0	0
Support Costs	264,054	241,172	105,025	340,034	950,285
Capital Charges	0	0	0	0	0
Total Expenditure	729,775	798,373	3,326,685	1,030,455	5,885,288
Government Grants	0	0	0	0	0
Other Grants	0	0	0	0	0
Sales	0	0	0	0	0
Fees And Charges	0	0	0	0	0
Rents	0	0	0	0	0
Other Income	0	0	0	-40,575	-40,575
Total Income	0	0	0	-40,575	-40,575
Total	729,775	798,373	3,326,685	989,880	5,844,713
<i>Number of Staff (F.T.E.)</i>	<i>12.31</i>	<i>14.57</i>	<i>16.35</i>	<i>16.64</i>	<i>59.87</i>

BUDGETS – SERVICES

SERVICES	Customer Services	Housing Benefits & Council Tax	Revenue Collection	Total
	£	£	£	£
Employees	124,881	1,042,687	1,082,846	2,250,414
Premises	0	0	0	0
Transport	0	80	0	80
Supplies And Services	32,057	6,160	3,040	41,257
Agency And Contracted Services	0	0	0	0
Transfer Payments	0	27,031,456	0	27,031,456
Support Costs	0	0	0	0
Capital Charges	0	0	0	0
Other Costs	0	0	0	0
Total Expenditure	156,938	28,080,383	1,085,886	29,323,207
Government Grants	0	-27,217,773	-135,000	-27,352,773
Other Grants	0	0	0	0
Sales	0	0	0	0
Fees And Charges	-213,217	0	0	-213,217
Rents	0	0	0	0
Other Income	0	-387,765	-129,000	-516,765
Total Income	-213,217	-27,605,538	-264,000	-28,082,755
Total	-56,279	474,845	821,886	1,240,452