

Financial Services- Service Delivery Plan 2015-2016

Overview of Financial Services

Financial Services comprises; Accountancy, Exchequer, Payroll and Internal Audit services and is made up of 10.37 Full Time Equivalents as follows; Accountancy- 4.87 FTE, Exchequer- 2.9 FTE, Payroll- 1.6 FTE and Internal Audit- 1 FTE.

The purpose of the service is to provide for the proper administration of the Council'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 team within Financial Services are:

1. Accountancy

- Medium Term Financial Strategy – The purpose of this Strategy is to set a robust overall financial framework for the Council's plans over the next five 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 budgets required for growth items and whether any savings can be identified.
- Budget Monitoring – This is carried out on a regular basis throughout the year and quarterly reports are presented to all Committees showing their forecast outturn position against their budgets.
- Annual Financial Report – The Statement of Accounts must be produced in line with statutory requirements and International Financial Reporting Standards and are 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.

2. 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.

3. Payroll

- Payment of salaries and Members' allowances and expenses and election payments.

4. Internal Audit

- Internal Audit is an independent appraisal function established to review the Council's internal control system. It is a statutory function, governed by legislative requirements. The service is resourced by a mixture of in-house provision and a shared service arrangement with a neighbouring authority. 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 Officer and the Bribery Act Compliance Officer.

The cost of running these services totals £463,000 which includes staffing costs, the Internal Audit shared arrangements contract costs and supplies and services.

Since 2008/09, the Financial Services team have successfully produced a balanced budget and a robust Medium Term Financial Strategy by working in conjunction with the Corporate Management Team and Budget Managers. This has been achieved during a period of economic recession and with ongoing cuts in Government funding.

Forward Planning for Councillors

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
September 2015	Approval of the Annual Financial Report	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
September 2015	Approval of revised Anti Fraud & Anti Corruption Policy	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
September 2015	Approval of the Annual Governance Statement	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
November 2015	Budget Monitoring Reports to Committee	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
November 2015	Business Plan for the Leisure Facility outlining the Financing Proposals	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
December 2015	Council Tax Base Setting	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
January 2016	Draft Revenue & Capital Budgets 2015/16 Report	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
January 2016	Approval of the Medium	Financial	Cllr Chris	Corporate

	Term Financial Strategy	Services	Morris	Governance & Finance Committee
January 2016	Approval of the Treasury Management Strategy	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee
February 2016	Setting of the Council Tax 2015/16	Financial Services	Cllr Chris Morris	Full Council
February 2016	Approval of the 2015/16 Revenue Budgets, the Capital Programme, Reserves, and Fees and Charges	Financial Services	Cllr Chris Morris	Full Council
March 2016	Internal Audit Charter and Annual Internal Audit Plan	Financial Services	Cllr Chris Morris	Corporate Governance & Finance Committee

Summary of performance outputs 2014/2105 - Financial Services
 Service Delivery Lead - Linda Grinnell
 Details of performance outputs since October 2014

Measuring Performance

Adding Value Performance Measure	Target	Actual
To ensure that the Annual Internal Audit Plan adds value to the organisation.	To meet 100% of Service Managers	Meetings held where requested

Investment Interest Performance Measure	Target	Actual
The average interest % interest earned on investments is above the 3 month LIBID rate (0.43%)	3 Month LIBID rate	0.50% (Variance +0.8%)

Banking Contract Performance Measure	Target	Actual
To implement the re – tendered banking contract	1 April 2015	1 April 2015

Financial Performance Measure	Target	Actual
To produce quarterly budget monitoring reports to Committees	Quarterly	Quarterly

Safer Communities Performance Measure	Target	Actual
Work with partners to provide a co-ordinated approach to tackling tenancy fraud.	100%	100% *Full explanation below
To increase sign up from Registered Social Landlords to share tenancy information.	To have one East Cambridgeshire housing provider signed up to the Cambridgeshire Tenancy Forum	**Not achieved
Raise awareness of fraud and corruption across the organisation.	2 Fraud Awareness Letters per year Production of Annual Audit Report	2 letters produced
*The Council obtained £122,759 from 51 fraud cases.		
**N.B-Initial meetings have been held with Sanctuary Housing. However, as yet they have not signed up to the Cambridgeshire Tenancy Fraud Forum.		

Customer needs Performance Measure	Target	Actual
To pay undisputed invoices within 30 days	99%	99.64% (Variance of +0.64%)

Service Delivery Plan 2015/2016



Strategy map

Measuring Performance

Performance measure- To ensure the objective assurance of the council's activities are paramount	Baseline (from previous year)	Target
To ensure that the Annual Internal Audit Plan adds value to the organisation.	100%	To meet 100% of Service Managers

Performance Measure- To ensure the long term financial sustainability of the council	Baseline (from previous year)	Target
To produce quarterly budget monitoring reports to Committees.	N/A	Quarterly
To support the financial sustainability of the new leisure centre project and ensure that the long term financial viability of the complex protects the councils' interests. (in accordance with the connected Project Initiation Document)	N/A	In accordance with the project initiation document
To support emerging programmes connected to the Transformation Programme with clear and informed financial advice to ensure their financial sustainability.	N/A	In accordance with the project initiation document
To support our internal and external customers to utilise the council's finance management system in order to maintain more accurate financial information to assist the monitoring of our market and event trader payments.	N/A	August 2015
To provide financial support for the creation of a trading company.	N/A	On going

Performance measure- To ensure the council has effective mechanisms to increase revenue on investments	Baseline (from previous year)	Target
The average interest % interest earned on investments is above the 3 month LIBID rate.	0.43%	3 Month LIBID rate

Performance measure- To effectively monitor and report identified fraud	Baseline (from previous year)	Target
Work with partners to provide a co-ordinated approach to tackling tenancy fraud.	100%	100%
To increase sign up from Registered Social Landlords (RSL) to share tenancy information.	At least 1 RSL signed up	1
Raise awareness of fraud and corruption across the organisation.	2 x fraud awareness mailshots Fraud awareness training delivered	2 x fraud mailshots per year To provide fraud awareness training to 100% of relevant new starters during the financial year

Performance Measure- To ensure the continued efficiency of financial services	Baseline (from previous year)	Target
To pay undisputed invoices within 30 days.	100%	99%

Performance Measure- To maintain an effective and well-maintained service	Baseline (from previous year)	Target
To support the continued professional development of the financial services team to ensure that they are meeting with personal and professional career development opportunities.	100%	100%
To ensure that all staff appraisals are completed annually and within the time frame set by HR.	100% on time	100% on time
To update Service Delivery champions with the progress of financial Services, how the service is being operated and budgetary updates. Service Delivery Champion to act as critical friend.	100% up to date	100% up to date

Performance measure- To ensure the objective assurance of the council's activities are paramount	
Owner	Trevor Bowd- Principal Auditor.
Co owners	Members of the Internal Audit Team.
Output / Outcomes	Ensure that the Annual Internal Audit Plan adds value to the organisation and meet 100% of Service Delivery Leads.
Links	Internal Audit Charter, Public Sector Internal Audit Standards.
Source of Data	Annual Internal Audit Plan, notes of meetings.
Frequency of Reporting e.g. annually	Annual – Report to Corporate Governance & Finance Committee in March each year.
Who measures?	Linda Grinnell- Financial Services Manager & S151 Officer and Corporate Governance & Finance Committee.
Please list processes briefly	<ul style="list-style-type: none"> • Initial work by Principal Auditor to allocate resources to known areas to be audited eg key financial systems, corporate/governance work/annual leave etc. • Meet with individual Service Managers to identify specific risks to delivery of services or areas where internal audit could assist in reviewing systems/processes. • Complete risk assessment of each area and incorporate higher risk areas into the audit plan subject to availability of resources. • Prepare Annual Internal Audit Plan for approval by Corporate Governance & Finance Committee.
Reporting timescale	March 2015 Corporate Governance & Finance Committee.
What resources are needed to ensure success	Adequate level of Internal Audit Resource.
Are there opportunities for cross – service working?	Yes.The primary objective of internal audit is to provide assurance on the riskier more complex areas of business which typically will be the key financial systems which are audited annually. Additional audits on front line services are also carried out on a rotational basis.

Performance measure- To ensure the council has effective mechanisms to increase revenue on investments	
Owner	Emmanuel Orekogbe- Accountant (Treasury Management).
Co owners	Members of the Finance team providing treasury management cover.
Output / Outcomes	The average % interest earned on investments is above the 3 month LIBID rate.
Links	CIPFA Treasury Management in the Public Services : Code of Practice.
Source of Data	The Financial Director Banking system, money market and bank accounts.
Frequency of reporting	Twice yearly – mid year update to Corporate Governance & Finance Committee in November and an outturn report in the following September.
Who measures?	Emmanuel Orekogbe - Accountant (Treasury Management)
Please list processes	<ul style="list-style-type: none"> • Where possible, a proportion of the Council's cash flow will be placed in longer term investments to obtain a higher return than shorter term rates offer, subject to cash flow permitting.
Reporting timescale	November (mid-year report) 2015. Following September (outturn report) 2015.
What resources are needed to ensure success?	Experienced treasury management accountant. Sufficient cash flow to place both shorter and longer term investments.
Are there opportunities for cross service working?	Not applicable.

Performance measure- To ensure the long term financial sustainability of the council	
Owner	Linda Grinnell- Financial Services Manager & S151 Officer.
Co owners	Tony Grzybek - Principal Accountant, Emmanuel Orekogbe - Accountant (Treasury Management) and Tony Langley- Accountancy Assistant.
Output / Outcome(s)	Produce quarterly budget monitoring reports to committees.
Links	Annual budget and Medium Term Financial Strategy.
Source of Data	Agresso financial system & meetings with budget managers.
Frequency of reporting e.g. annually	Quarterly.
Who measures?	Linda Grinnell- Financial Services Manager & S151 Officer.
Please list processes briefly	<ul style="list-style-type: none"> • Monthly budget reports sent to Service Managers. • Finance Officers contact Service Managers on a quarterly basis to review their budgets. • Significant variances are reported to Committees. <p>As a direct result of the above processes the following will be enabled; Forecast under spend will help balance future year's budgets, forecast over spend would put further pressure on the Council's financial position across the medium term.</p> <p>N.B Quarterly reporting to ensure that Committees' budgets can be scrutinised by both Members and Officers and that any forecast under or overspends are identified as soon as possible. By working with budget managers, we forecast the Council's overall financial position which is reported to Corporate Governance & Finance Committee.</p>
Reporting timescale	Quarterly Committee reports.
What resources are needed to ensure success?	Adequate level of accountants with sufficient knowledge and experience.
Are there opportunities for cross service working	Yes, the Finance Team provide financial information and advice to both front line services and other support services.

Performance measure- To ensure the long term financial sustainability of the council	
Owner	Linda Grinnell - Financial Services Manager & S151 Officer
Co owners	Tony Grzybek - Principal Accountant. Emmanuel Orekogbe - Accountant (Treasury Management). Tony Langley- Accountancy Assistant.
Output / Outcome(s)	Support the financial sustainability of the new leisure centre project and ensure that the long term financial viability of the complex protects the councils' interests. (in accordance with the connected Project Initiation Document)
Links	The Prudential Code, CIPFA Code of Treasury Management,
Source of Data	MTFS, Project Initiation Document, Statement of Accounts.
Frequency of reporting e.g. annually	Quarterly.
Who measures?	Linda Grinnell - Financial Services Manager & S151 Officer
Please list processes briefly	<ul style="list-style-type: none"> • Regular meetings with Principal Leisure and Community Officer and Consultants. • Reports to Commercial Services Committee and Full Council.
Reporting timescale	At regular intervals during the life of the project.
What resources are needed to ensure success?	Financial Services & S151 Officer resource. Treasury Accountant resource.
Are there opportunities for cross service working	Yes.

Performance measure- To ensure the long term financial sustainability of the council

Owner	Linda Grinnell- Financial Services Manager & S151 Officer.
Co owners	Tony Grzybek - Principal Accountant, Emmanuel Orekogbe - Accountant (Treasury Management). Tony Langley- Accountancy Assistant.
Output / Outcome(s)	To provide financial support for the creation of a trading company.
Links	100 day Commitment.
Source of Data	External consultant, Legal Services and Finance.
Frequency of reporting e.g. annually	When required.
Who measures?	Linda Grinnell - Financial Services Manager & S151 Officer.
Please list processes briefly	<ul style="list-style-type: none"> • Establish the governance arrangements for the company. • Make recommendations on resourcing of the company regarding funding and staffing. • Determine the loan requirements to the company.
Reporting timescale	Ongoing during 2015/16.
What resources are needed to ensure success?	Adequate level of accountants with sufficient knowledge and experience.
Are there opportunities for cross service working	There may be in future but as the work is emerging and the intricacies have not yet been confirmed then it is difficult to see at this stage.

Performance measure- To ensure the long term financial sustainability of the council

Owner	Linda Grinnell- Financial Services Manager & S151 Officer
Co owners	Tony Grzybek - Principal Accountant, Emmanuel Orekogbe - Accountant (Treasury Management). Tony Langley- Accountancy Assistant.
Output / Outcome(s)	Support emerging programmes connected to the Transformation Programme with clear and informed financial advice to ensure their financial sustainability.
Links	100 day commitment document. Transformation project led by Director (Support Services).
Source of Data	<ul style="list-style-type: none"> • Transformation programme reports to Committee. • Output from the various Focus Group meetings. • MTFS. • Project initiation documents.
Frequency of reporting e.g. annually	TBC.
Who measures?	Linda Grinnell- Financial Services Manager & S151 Officer.
Please list processes briefly	TBC in accordance with the emerging transformation programme.
Reporting timescale	Quarterly Committee reports.
What resources are needed to ensure success?	Sufficient Accountancy resource with the appropriate level of experience.
Are there opportunities for cross service working	Yes- Dependant on the programmes agreed.

Performance measure- To ensure the long term financial sustainability of the council

Owner	Linda Grinnell- Financial Services Manager & S151 Officer.
Co owners	Emmanuel Orekogbe - Accountant (Treasury Management).
Output / Outcome(s)	Providing financial support and advice to enable the extension of the Angel Drove car park.
Links	100 day commitment document.
Source of Data	<ul style="list-style-type: none"> • Project lead officer. • Capital Programme. • Project Initiation Document. • Treasury Management Strategy.
Frequency of reporting e.g. annually	TBC.
Who measures?	Linda Grinnell - Financial Services Manager & S151 Officer.
Please list processes briefly	<ul style="list-style-type: none"> • Regular meetings of the project board. • Reports to Commercial Services Committee and Asset Development Sub – Committee.
Reporting timescale	Ongoing during 2015/16.
What resources are needed to ensure success?	Sufficient Accountancy resource with the appropriate level of experience.
Are there opportunities for cross service working	Yes-Markets and Town Centres.

Performance measure- To ensure the long term financial sustainability of the council	
Owner	Linda Grinnell -Financial Services Manager & S151 Officer.
Co owners	Financial Services, IT, Director (Support Services).
Output / Outcome(s)	To identify the processes in Financial Services that are currently paper based with a view to becoming more electronic to achieve greater efficiencies within the team and to provide an improved service to our customers.
Links	Transformation Programme.
Source of Data	Internal Audit reviews. Team meetings.
Frequency of reporting e.g. annually	Reviews to commence in September with recommendations being subsequently reported on.
Who measures?	Linda Grinnell - Financial Services Manager & S151 Officer.
Please list processes briefly	<ul style="list-style-type: none"> • Determine the scope of the audit reviews. • Complete audit reviews. • Produce a report listing recommended improvements to processes. • Discuss with the Finance team. • Discuss with IT. • Agree recommendations. • Implement new processes.
Reporting timescale	Late 2015/16 / early 2016/17.
What resources are needed to ensure success?	Internal audit resource. Resources to implement new ways of working.
Are there opportunities for cross service working	Yes- Information Technology Services.

Performance measure- To ensure the long term financial sustainability of the council

Owner	Tracey Harding - Market and Town Centres Manager.
Co owners	Linda Grinnell - Financial Services Manager & S151 Officer.
Output / Outcome(s)	To support our internal and external customers to utilise the council's finance management system in order to maintain more accurate financial information to assist the monitoring of our market and event trader payments.
Links	Markets and Town Centres Service.
Source of Data	MTFS, Project Initiation Document, Statement of Accounts.
Frequency of reporting e.g. annually	Quarterly.
Who measures?	Tracey Harding – Markets, Town Centres and Tourism Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Undertake regular meetings with the Markets and Town Centres Manager. • Work in partnership with Market Traders to develop effect mechanisms.
Reporting timescale	August 2015.
What resources are needed to ensure success?	PID from the Markets and Town Centres Manager.
Are there opportunities for cross service working	Yes- Markets and Town Centres.

Performance measure- To effectively monitor and report identified fraud	
Owner	Trevor Bowd - Principal Auditor.
Co owners	Partners (ARP, RSLs).
Outputs / Outcomes	Work with partners to provide a co-ordinated approach to tackling tenancy fraud.
Links	Anti-Fraud & Anti-Corruption Strategy, Prevention of Social Housing Fraud Act 2013, Audit Commission report 'Protecting the Public Purse'.
Source of data	Quarterly meetings with partners.
Frequency of reporting e.g. annually	Quarterly reporting to DCLG and the anti- tenancy fraud project board.
Who measures?	Trevor Bowd - Principal Auditor
Please list processes briefly	<ul style="list-style-type: none"> • Principal Auditor to act as point of contact within ECDC for attendance at Tenancy Fraud Forum meetings. • Issues arising of interest to be circulated to officers within the Council (Financial Services Manager & S151 Officer, Housing Services). <p>N.B The work will create an anti-tenancy fraud culture across Cambridgeshire through the establishment of the Cambridgeshire Tenancy Fraud Forum, which meets at least on a quarterly basis.</p>
Reporting timescale	Quarterly.
What resources are needed to ensure success	Internal Audit and ARP staffing resource.
Are there opportunities for cross – service working?	Yes, this project is a Cambridgeshire Council wide project and includes input from the ARP fraud team and housing providers.

Performance measure- To effectively monitor and report identified fraud	
Owner	Trevor Bowd - Principal Auditor.
Co owners	Partners (ARP, RSLs).
Output / Outcomes	Increase sign up from at least 1 Registered Social Landlord (RSL) to share tenancy information.
Links	Anti-Fraud & Anti-Corruption Strategy, Prevention of Social Housing Fraud Act 2013, Audit Commission report 'Protecting the Public Purse'.
Source of Data	CTFF Terms of Reference.
Frequency of reporting	Annual.
Who measures?	Trevor Bowd - Principal Auditor
Please list processes briefly	<ol style="list-style-type: none"> 1. Meet with one (preferred) social housing provider (Sanctuary Housing) to discuss benefits of joining the Cambridgeshire Tenancy Fraud Forum. 2. Get social housing provider to sign Information Sharing Agreement. 3. Agree on data to be shared, format and frequency. 4. Publicise launch of tenancy fraud work across district. 5. The overall membership of and participation in data sharing to tackle tenancy fraud within Cambridgeshire. <p>N.B It is estimated that at least 2% of social housing stock outside London is typically subject to some form of tenancy fraud. The national average loss to the public purse where tenancy fraud occurs is £18,000 plus that of the housing provider. Tenancy fraud is estimated to be five times the annual loss due to Housing Benefit fraud. As ECDC does not have any housing stock of its own it is reliant on social housing providers to sign up to the CTFF in order cases to be identified for investigation.</p>
What resources are needed to ensure success	Sufficient Internal Audit and ARP Fraud team resource.
Are there opportunities for cross-service working?	<p>Yes, this project is a Cambridgeshire County Council wide project and includes input from the ARP fraud team and housing providers.</p> <p>The Prevention of Social Housing Fraud Act 2013 created specific criminal offences to assist in the investigation of suspected tenancy fraud, prosecute offenders and recover any financial benefit. The Act gives local authority investigators the powers to prosecute tenancy fraudsters on behalf of housing providers. The Cambridgeshire Tenancy Fraud Forum (CTFF) has been set up and aims to create an anti-tenancy fraud culture across Cambridgeshire and membership consists of both local authorities and housing providers.</p>

Performance measure- To effectively monitor and report identified fraud	
Owner	Trevor Bowd - Principal Auditor.
Co owners	Members of the Internal Audit Team.
Output / Outcomes	Raise awareness of fraud and corruption across the organisation by undertaking at least 2 fraud mail shots per year.
Links	Anti-Fraud & Anti-Corruption Strategy, CIPFA Better Governance Forum 'Managing the Risk of Fraud', Audit Commission 'Protecting the Public Purse'.
Source of Data	HR Training records.
Frequency of reporting	Annually.
Who measures?	Trevor Bowd - Principal Auditor.
Please list processes briefly	<ul style="list-style-type: none"> • Fraud Awareness training sessions will be facilitated by Internal Audit at six monthly intervals. • Using information on new employees provided by HR identify those new employees who will require the training. <p>N.B These will ensure all relevant staff receive fraud awareness training.</p>
Reporting timescale	Half yearly Performance Report.
What resources are needed to ensure success?	Internal Audit staffing resource.
Are there opportunities for cross – service working?	<p>Yes. Fraud awareness training currently provided to new employees by the Principal Auditor is not a compulsory element of the induction programme. To achieve the required target this training will need to be included as part of the induction process so work with Human Resources is paramount.</p> <p>'Relevant' staff will be determined by the nature of their employment, for example providing training to Public Convenience or Office Cleaners may not be considered appropriate.</p>

Performance measure- To ensure the continued efficiency of financial services	
Owner	Lynne Cuthbert-Senior Accountancy Assistant
Co owners	Maxine Bailey- Accountancy Assistant. Carolyn Spyrou-Administrative Assistant.
Outputs / Outcomes	To ensure 99% of undisputed invoices are paid within 30 days.
Links	Medium Term Financial Strategy, Annual Budget, budget monitoring.
Source of Data	Agresso.
Frequency of reporting	Quarterly.
Who measures?	Lynne Cuthbert - Senior Accountancy Assistant.
Please list processes briefly	<ul style="list-style-type: none"> Monitoring of undisputed invoices paid within 30 days per department.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	The success of this performance measure initially relies on all Council services passing their invoices for payment in a timely manner. Only then can Financial Services successfully process the invoices for payment within 30 days.
Are there opportunities for cross – service working?	Yes, the success of the performance measure relies on all departments to pass their invoices to Finance for payment as soon as possible.

Performance measure- To maintain an effective and well-maintained service	
Owner	Linda Grinnell - Financial Services Manager & S151 Officer.
Co owners	Tony Grzybek-Principal Accountant, Lynne Cuthbert-Senior Accountancy Assistant, Irene Belsham-Payroll Officer.
Output / Outcomes	Support the continued professional development of the financial services team to ensure that they are meeting with personal and professional career development opportunities.
Links	HR Policy and Procedure.
Formula	To work within the Performance Management Framework.
Source of Data	HR, Financial Services Manager and Staff member.
Frequency of reporting	Yearly.
Who measures?	Financial Services Manager and HR.
Please list processes briefly	<ul style="list-style-type: none"> • During the staff appraisals the line manager will give and receive feedback. • Targets will be reviewed and objectives set within the previous year. • New targets are agreed. • Training will be identified. • A personal training and development plans will be designed.
Reporting timescale	30 June.
What resources are needed to ensure success	Staff time.
Are there opportunities for cross – service working?	No.

Performance measure- To maintain an effective and well-maintained service	
Owner	Linda Grinnell - Financial Services Manager & S151 Officer.
Co owners	Principal Accountant, Senior Accountancy Assistant, Payroll Officer
Output / Outcomes	To ensure that all staff appraisals are completed annually and within the time frame set by HR.
Links	HR Policy and Procedure.
Source of Data	HR, Financial Services Manager and Staff member.
Frequency of reporting e.g. annually	Yearly.
Who measures?	Linda Grinnell - Financial Services Manager & S151 Officer and HR.
Please list processes briefly	<ul style="list-style-type: none"> • On a yearly basis (timeframe set by HR) the team member and line manager will meet to undertake a constructive discussion about the role and performance. • A review of the last 12 month's performance will be undertaken. • Objectives will be set for the forthcoming year. • A clear direction will be set.
Reporting timescale	30 June.
What resources are needed to ensure success	Staff time.
Are there opportunities for cross – service working?	No.

Performance measure- To maintain an effective and well-maintained service	
Owner	Linda Grinnell - Financial Services Manager & S151 Officer.
Co owners	Finance team.
Outputs / Outcomes	To update Service Delivery Champion with the progress of financial Services, how the service is being operated and budgetary updates. Service Delivery Champion to act as critical friend.
Links	Corporate Strategic Finance Outcome.
Formula	To include Service Delivery Champions in all aspects of the running of the finance department to promote transparency and good partnership working. Members will be able to understand the everyday running of the department and will be able to offer assistance where required.
Source of Data	Regular feedback from Members and Chief Executive.
Frequency of reporting	As required.
Who measures?	Linda Grinnell - Financial Services Manager & S151 Officer. Richard Quayle- Director of Support Services.
Please list processes briefly	<ul style="list-style-type: none"> • Identify Service Delivery Champion. • FSM to invite those members to regular meetings. • Invite Members to shadow the team if they wish. • Invite members to attend Team meetings. • Include Members in the distribution of quarterly performance reports.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Availability of Service Delivery Champion to attend team meetings.
Are there opportunities for cross – service working?	No.