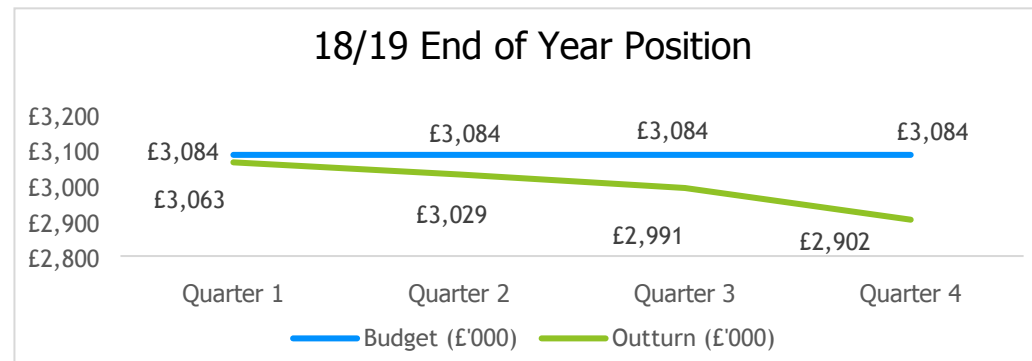
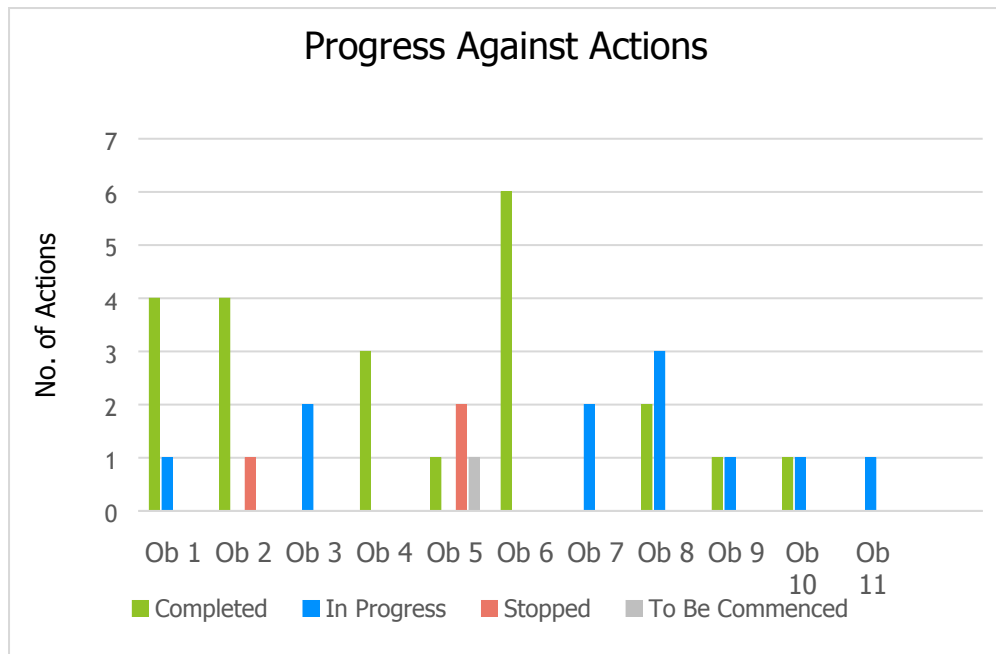


# Finance End of Year Review 2018/19



## Executive Summary – Chair of Cabinet / Head of Service

The year –end performance report here shows good progress made on the key objectives set out for 2018/19. Twenty two (c60%) of the total actions linked to our objectives have been completed and nearly all of the other actions are in-progress, those objectives these relate too being mainly longer term and the actions were always anticipated to take us into 2019/20 or beyond to complete. The Finance management team review these monthly and also in individual 1-1 meetings with the Head of Finance.

Performance has been relatively good. Of the three 'amber' PI's, all were very narrowly missed by 1%-2% only. Again, the PI's are reviewed each month in the Finance management team and are robust in this respect. The single 'red' PI relates to increasing the take up of 'direct debit' from residents paying C Tax. Clearly – a difficult indicator as not wholly under the Council's / Service control but we are committed to keeping this target and therefore our ambition high - the prize for achieving this or even increasing it from current take-up is significant and worth the effort. The balance of our PI's are 'green' and in the C Tax area, is increasingly difficult to achieve as challenges increase here. Again, a key area and one we continue to focus on robustly.

Financial performance was good and all savings in 2018/19 were delivered. Continuing recruitment challenges meant that we achieved some in-year savings in 2018/19 and in some areas, in particular strategic procurement, did cause real challenges to the team in supporting services.

We have taken a fresh look at our actions and objectives for 2019/20 and reduced these in many areas as they were more closely linked to 'business as usual' as opposed to specific new developments. We have also introduced more 'management information' to augment the one's reported here – linked to more of the detailed work plans we have but are still important that we, as a management team, focus on.

## Finance Analysis of Performance

<b>Objective 1</b>			<b>Internal Audit to provide assurance on the adequacy of the Council's systems of internal control, governance and risk management to ensure proper use of public funds and minimise fraud across the Council.</b>			
<b>Description</b>			<p>The Internal Audit team will provide assurance that controls are working well and provide advice where improvements are required. We will continue to provide advice and training to raise awareness and support for stronger financial management across all service areas. This will lead to improved outcomes for citizens and communities.</p> <p>Internal Audit is a statutory requirement within local government in accordance with Section 151 Local Government Act 1972 and Accounts and Audit (Wales) Regulations 2005; the team will comply with the Public Sector Internal Audit Standards.</p>			
<b>Corporate Plan Objective</b>			<b>Not Applicable – Business as Usual</b>			
<b>Mid Year Action Status</b>			<b>0/5 - Complete</b>	<b>4/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>1/5 – To be commenced</b>
<b>End of Year Action Status</b>			<b>4/5 - Complete</b>	<b>1/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
1.01	Undertake audit work in line with the agreed Internal Audit Plan	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/02/2019	83% of the agreed 2018/19 audit plan was achieved by 31 <sup>st</sup> March 2019, against a target of 82%. Some work was incomplete due to delays in receiving appropriate information from operational managers; some grants no longer required an IA certification.
1.02	To complete sufficient (per target agreed by Internal Audit Committee) audit opinion related work in order for the Chief Internal Auditor to provide an overall opinion for the Authority as a whole at the end of each financial year	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	<p>We were able to complete satisfactory number of audits in 2018/19 to provide an overall opinion. 38 Audit opinions were issued in 18/19:</p> <ul style="list-style-type: none"> <li>• Good x 6;</li> <li>• Reasonable x 22;</li> <li>• Unsatisfactory x 9;</li> <li>• Unsound x 1.</li> </ul> <p>At the time of the update the overall opinion was under consideration but will be reported as part of the Annual Governance statement to Cabinet and the Council's Audit Committee.</p>
1.03	Review and report on how many of the agreed management actions have been implemented within service areas to improve service	<b>To be Commenced</b>	<b>Complete</b>	01/04/2018	31/03/2019	Overall, the Council achieved 90% of agreed management action implemented against target of 90%.

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<b>Description</b>			The Internal Audit team will provide assurance that controls are working well and provide advice where improvements are required. We will continue to provide advice and training to raise awareness and support for stronger financial management across all service areas. This will lead to improved outcomes for citizens and communities.  Internal Audit is a statutory requirement within local government in accordance with Section 151 Local Government Act 1972 and Accounts and Audit (Wales) Regulations 2005; the team will comply with the Public Sector Internal Audit Standards.			
<b>Corporate Plan Objective</b>			<b>Not Applicable – Business as Usual</b>			
<b>Mid Year Action Status</b>			<b>0/5 - Complete</b>	<b>4/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>1/5 – To be commenced</b>
<b>End of Year Action Status</b>			<b>4/5 - Complete</b>	<b>1/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
	delivery, controls and governance					
1.04	Lessons learnt from the external peer review of the self-assessment against the professional audit standards will be taken on board to further improve the service delivery of the Internal Audit team. Action Plan and timescales to be agreed by Internal Audit Committee and implemented thereafter.	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	Points raised in the External Assessment action plan have been addressed; an action plan was approved and has been implemented. An update will be provided to the next Audit Committee.
1.05	Update and implement a new reporting structure for audit findings to differentiate between control, effectiveness, efficiency and other issues	<b>In Progress</b>	<b>In Progress</b>	01/04/2018	31/03/2020	Potential efficiency savings are now identified whilst other aspects of effectiveness and control still require on-going work and development into 2019/20.

<b>Objective 2</b>		<b>Internal Audit will strive to minimise fraud and corruption within the Authority</b>				
<b>Description</b>		<p>The Internal Audit team will be alert to any potential fraudulent activity when undertaking audit work across all services and report any concerns to the Chief Internal Auditor who will risk assess the situation and decide whether or not to investigate further. Early intervention will lead to longer-term prevention.</p> <p>The Chief Internal Auditor will risk assess all allegations of fraud / corruption received from any source and decide whether or not to investigate further. In conjunction with relevant Heads of Service the Chief Internal Auditor will also determine if the matter should be referred to the police. The Chief Internal Auditor will raise awareness of fraud prevention across the Council through publication of relevant documents.</p>				
<b>Corporate Plan Objective</b>		<b>Not Applicable – Business as Usual</b>				
<b>Mid Year Action Status</b>		<b>1/5 - Complete</b>	<b>1/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>	
<b>End of Year Action Status</b>		<b>4/5 - Complete</b>	<b>0/5 – In Progress</b>	<b>1/5 - Stopped</b>	<b>0/5 – To be commenced</b>	
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
2.01	Co-ordination and submission of data for the National Fraud Initiative (NFI)	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	The NFI data upload deadline was met. Data matches have subsequently been received and will be reviewed as part of the 19/20 audit workload.
2.02	Co-ordination of the review of returned data matches from NFI	<b>To be Commenced</b>	<b>Complete</b>	01/04/2018	31/03/2019	2018/19 was the second/final year to review matches. All red matches have been reviewed and investigated, as needed by service areas and Internal Audit. Some lower risk matches have also been reviewed where resources allow.
2.03	Respond and then investigate allegations of fraud / corruption	<b>To be Commenced</b>	<b>Complete</b>	01/04/2018	31/03/2019	See above.
2.04	Raise awareness of the Council's Anti-fraud, Bribery & Corruption Policy	<b>To be Commenced</b>	<b>Stopped</b>	N/A	N/A	This is business as usual. However, not completed at this time but is being pursued.
2.05	Continue to roll out the financial training package for school based staff with Accountancy	<b>Complete</b>	<b>Complete</b>	01/04/2018	31/03/2019	A successful training programme was delivered jointly by Internal Audit and Accountancy - feedback was very positive. Internal Audit also successfully delivered training on Financial Regulations and Contract Standing Orders as part of the corporate training programme.

<b>Objective 3</b>		<b>The Income Collection Section will increase the options available for customers to transact digitally.</b>				
<b>Description</b>		To provide the means for customers to carry out routine transactions digitally.  To enable citizens to access their council tax records and carry out routine transactions digitally which will improve efficiency, reduce costs and reduce unnecessary contact.				
<b>Corporate Plan Objective</b>		<b>Modernised Council</b>				
<b>Mid Year Action Status</b>		<b>0 / 2 - Complete</b>	<b>2 / 2 – in Progress</b>	<b>0/ 2 - Stopped</b>	<b>0 / 2 – To be commenced</b>	
<b>End of Year Action Status</b>		<b>0 / 2 - Complete</b>	<b>2 / 2 – in Progress</b>	<b>0/ 2 - Stopped</b>	<b>0 / 2 – To be commenced</b>	
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
3.01	Upgrade the core ICT systems and Customer Relationship Management (CRM) system to enable customers to be able to view account transactions and carry out routine actions digitally.	<b>In Progress</b>	<b>In Progress</b>	01/09/2018	31/03/2020	The team has been involved with the CRM system project and have been undertaking an options appraisal on deciding the best way forward to improve the existing systems. This will be presented to the Digital Board to decide the most appropriate option. We are still anticipating a June 2019 start.  Initially planned for June 2019 start so was a 2019/20 'action'. Report to go to the Digital Board outlining the options available so a decision can be taken on the best way forward. Still anticipating a June 2019 start at this point.
3.02	Enabling citizens to transact digitally will be an integral part of the replacement of the current CRM system and will be linked to the introduction of the 'one account' a single sign in portal which will enable customers to undertake digital transactions more easily.  The Revenues team will work with colleagues to ensure this is appropriately linked to Council Tax (C Tax) / National Non-Domestic Rates	<b>In Progress</b>	<b>In Progress</b>	01/09/2018	31/03/2020	As with 3.01 above. On track to begin June 2019, as originally planned. Report to go to the Digital Board outlining the options available so a decision can be taken on the best way forward.

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<b>Description</b>			To provide the means for customers to carry out routine transactions digitally.  To enable citizens to access their council tax records and carry out routine transactions digitally which will improve efficiency, reduce costs and reduce unnecessary contact.			
<b>Corporate Plan Objective</b>			<b>Modernised Council</b>			
<b>Mid Year Action Status</b>			<b>0 / 2 - Complete</b>	<b>2 / 2 – in Progress</b>	<b>0/ 2 - Stopped</b>	<b>0 / 2 – To be commenced</b>
<b>End of Year Action Status</b>			<b>0 / 2 - Complete</b>	<b>2 / 2 – in Progress</b>	<b>0/ 2 - Stopped</b>	<b>0 / 2 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
	<p>(NNDR) system to enable self-service</p> <p>Progress is dependent on the CRM replacement timetable, the introduction of the one account is in phase 2/3 and due to commence in summer 2019.</p> <p>In the meantime information gathering is being undertaken with the current council tax software provider to ascertain what options are available and how those might work as part of the on line customer portal.</p>					

<b>Objective 4</b>			<b>The Income Collection Section will increase council tax collection and reduce historic arrears.</b>			
<b>Description</b>			Collection of Council Tax is vital to support the budget and ensure that the Council has the funds needed to carry out the objectives set.			
<b>Corporate Plan Objective</b>			<b>Not Applicable – Business as Usual</b>			
<b>Mid Year Action Status</b>			<b>1 / 3 - Complete</b>	<b>2 / 3 – in Progress</b>	<b>0 / 3 - Stopped</b>	<b>0 / 3 – To be commenced</b>
<b>End of Year Action Status</b>			<b>3 / 3 - Complete</b>	<b>0 / 3 – in Progress</b>	<b>0 / 3 - Stopped</b>	<b>0 / 3 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
4.01	Establish a dedicated team to focus on collection and recovery of debt.	<b>Complete</b>	<b>Complete</b>	01/04/2018	30/07/2018	The Team was established in the summer 2018, and now provide a dedicated debt collection function for the Council.
4.02	Establish a casework review and performance protocol to maximise effectiveness and performance of recovery team.	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	Systems and procedures are in place to review cases and effectiveness of procedures. These are now embedded in the work of the team and are considered part of the day to day operation of the team.
4.03	Establish and publish a local taxation debt collection protocol to ensure transparency throughout the recovery process, so that customers are aware of the process and to ensure that support services are signposted at all stages. <ul style="list-style-type: none"> <li>July 2019 - The dedicated recovery team has been established and staff are now in post. Tasks and targets have been set to ensure that the team is aware of the objectives for the improvement in collection rates.</li> </ul>	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	After working collaboratively with Welsh Government and colleagues from other local authorities an all Wales protocol for the collection of council tax has been introduced. The protocol was signed off by the Cabinet Member for Communities and Resources and will be incorporated into all working practices going forward.

<b>Objective 5</b>			<b>The Finance Section will take a positive view on joint working and support the development of business cases for collaboration / shared services. This would include transactional finance functions in line with the Gwent 9 Authorities (G9) and Cabinet/Council decisions.</b>			
<b>Description</b>			To aid the joint working agenda, the finance section will proactively work with other authorities in supporting the development of business cases for collaboration and shared services. There are a number of transactional finance functions such as payroll, payments etc. and common systems that could be included in this agenda.			
<b>Corporate Plan Objective</b>			<b>Not Applicable – Business as Usual</b>			
<b>Mid Year Action Status</b>			<b>0/4 - Complete</b>	<b>0/4 – in Progress</b>	<b>0/4 - Stopped</b>	<b>4/4 – To be commenced</b>
<b>End of Year Action Status</b>			<b>1/4 - Complete</b>	<b>0/4 – in Progress</b>	<b>2/4 - Stopped</b>	<b>1/4 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
5.01	Carry out a review of current Council Tax / NNDR systems across the SRS partners.  Explore and report on the options for collaboration with a common ICT system.	<b>To be Commenced</b>	<b>To be Commenced</b>	To be Confirmed	To be Confirmed	On-going dialogue with other Gwent Councils. Subject to work from SRS with all partners. Unable to specific dates and progress at this time.
5.02	Be an integral part of supporting the development and challenge of business cases for collaborative / shared services approach.	<b>To be Commenced</b>	<b>Stopped</b>	Not Applicable	Not Applicable	Not continued as 'business as usual' action.
5.03	Be pro-active in engaging with regional and sub-regional groups on future potential collaboration arrangements.	<b>To be Commenced</b>	<b>Stopped</b>	Not Applicable	Not Applicable	Not continued as 'business as usual' action. This also requires significant collaboration with other Councils and there is on-going dialogue in this area.
5.04	Collaborate on key areas of procurement activities, to include: • Common systems / processes and	<b>To be Commenced</b>	<b>Complete</b>	01/04/2018	31/03/2019	A number of different initiatives have now been implemented and are now 'Business as usual'. These include: A regional forum of Procurement Managers based around the Gwent / Merthyr e-tender wales user group has been established to look at common systems, templates, CSO thresholds etc. Analysis of regional



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<b>Description</b>			To aid the joint working agenda, the finance section will proactively work with other authorities in supporting the development of business cases for collaboration and shared services. There are a number of transactional finance functions such as payroll, payments etc. and common systems that could be included in this agenda.			
<b>Corporate Plan Objective</b>			<b>Not Applicable – Business as Usual</b>			
<b>Mid Year Action Status</b>			<b>0/4 - Complete</b>	<b>0/4 – in Progress</b>	<b>0/4 - Stopped</b>	<b>4/4 – To be commenced</b>
<b>End of Year Action Status</b>			<b>1/4 - Complete</b>	<b>0/4 – in Progress</b>	<b>2/4 - Stopped</b>	<b>1/4 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
	thresholds on activity. <ul style="list-style-type: none"> <li>Shared procurement activities, leveraging in bigger spend / contracts and achieve savings.</li> </ul>					forward work plans will shortly be reviewed to identify any areas to collaborate on procurement activity. Also with the downsizing of the National Procurement Service (NPS), it is probable that more collaborative contract opportunities will fall to regional Local Government consortia, and down to individual authority level.

<b>Objective 6</b>			<b>We will support the organisation to develop and achieve balanced medium term financial plan (MTFP), to deliver savings and support the wider delivery of the council's Change / Efficiency programme.</b>			
<b>Description</b>			There is a need for a more strategic approach to the Council's Medium Term Financial Planning in connection with the Corporate Plan. Finance and in particular the accountancy function will support the move towards a balanced position over the medium term and in the delivery of savings.			
<b>Corporate Plan Objective</b>			<b>Not Applicable – Business as Usual</b>			
<b>Mid Year Action Status</b>			<b>2/6 - Complete</b>	<b>4/6 – In Progress</b>	<b>0/6 - Stopped</b>	<b>0/6 – To be commenced</b>
<b>End of Year Action Status</b>			<b>6/6 - Complete</b>	<b>0/6 – In Progress</b>	<b>0/6 - Stopped</b>	<b>0/6 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
6.01	Early analysis of pressures, inflation and savings over the medium term for Corporate Management Team (CMT) review – June 2018.  The Corporate Plan 20 commitments by 2022 will also need to be	<b>Complete</b>	<b>Complete</b>	01/04/2018	30/09/2018	The review of pressures, inflation and savings including the Corporate Plan 20 commitments by 2022, was used to inform the budget report approved by Cabinet in February 2019.

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<b>Description</b>			There is a need for a more strategic approach to the Council's Medium Term Financial Planning in connection with the Corporate Plan. Finance and in particular the accountancy function will support the move towards a balanced position over the medium term and in the delivery of savings.			
<b>Corporate Plan Objective</b>			Not Applicable – Business as Usual			
<b>Mid Year Action Status</b>			<b>2/6 - Complete</b>	<b>4/6 – In Progress</b>	<b>0/6 - Stopped</b>	<b>0/6 – To be commenced</b>
<b>End of Year Action Status</b>			<b>6/6 - Complete</b>	<b>0/6 – In Progress</b>	<b>0/6 - Stopped</b>	<b>0/6 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
	linked to the MTFP to understand the resources required to achieve these commitments.					
6.02	Robust financial analysis and figures within business plans which support longer term strategic changes across services to meet Corporate Plan priorities.	<b>In Progress</b>	<b>Complete</b>	01/04/2018	28/02/2019	Finance have been involved in the robust analysis of a number of business plans which support the strategic changes across the Service Areas.  Examples of business plans which have been supported include, Civil Parking Enforcement, Neighbourhood Hubs, Extra care proposal, LED street lighting, Waste Strategy and capital programme.  Going forward we need to ensure that finance are involved at the early stages of business plans, to ensure advice is given in a timely manner.
6.03	Delivery of service specific savings or those it is taking a lead on.	<b>Complete</b>	<b>Complete</b>	01/04/2018	30/09/2019	Savings delivered in full for 18/19.
6.04	Change/Efficiency programme projects are well supported with sound financial advice as needed.	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	Finance have been involved in advice for a large number of projects. This allowed the proposals to be put forward to inform the MTFP approved by Cabinet in February 2019.  Finance were involved in providing support for proposals across all service areas. Going forward we need to ensure that finance are involved at the early stages of business plans, to ensure advice is given in a timely manner.
6.05	Strong Balance Sheet which has focussed resources to support delivery of key priorities	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	Continued strong balance sheet with reserves to support a number of financial risks of the Council which provides a good financial resilience. A number of proposals will use the invest to

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<b>Description</b>			There is a need for a more strategic approach to the Council's Medium Term Financial Planning in connection with the Corporate Plan. Finance and in particular the accountancy function will support the move towards a balanced position over the medium term and in the delivery of savings.			
<b>Corporate Plan Objective</b>			Not Applicable – Business as Usual			
<b>Mid Year Action Status</b>			<b>2/6 - Complete</b>	<b>4/6 – In Progress</b>	<b>0/6 - Stopped</b>	<b>0/6 – To be commenced</b>
<b>End of Year Action Status</b>			<b>6/6 - Complete</b>	<b>0/6 – In Progress</b>	<b>0/6 - Stopped</b>	<b>0/6 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
	and manage risks including the review of financial resilience.  Use of the 'invest to save' to support the delivery of the change/efficiency programme.  Use the agreed capital programme framework, to maximise the capital resources available while minimising the impact on the MTFP.					save to enable delivery. Items added to the capital programme in year have followed the capital programme framework.  There are a number of reserves set aside to cover risk and support delivery of key priorities, these include the general reserve, insurance reserve, friars walk reserve and capital expenditure reserve.
6.06	Update the MTFP to reflect the updated pressures, savings and funding assumptions for report to Cabinet.	<b>In Progress</b>	<b>Complete</b>	01/09/2018	28/02/2019	The MTFP approved by Cabinet in February 2019 included updated assumptions.

<b>Objective 7</b>			<b>To achieve earlier closedown and as minimum, meet statutory deadlines and requirements.</b>			
<b>Description</b>			For accounts year ending 31st March 2021 the financial accounts of the Authority will need to be audited and published 2 months earlier than the current deadline. This is a significant challenge for the accountancy department. Timescales as follows: - For accounts year ending 31st March 2019 and 31st March 2020 the draft accounts deadline will move from 30th June 2019/20 to 15th June 2019 and the final accounts deadline from 30th September to 15th September 2019/20. - For accounts year ending 31st March 2021 the draft accounts deadline will be 30th June 2021 and the final accounts deadline will be 31st July 2021.			
<b>Corporate Plan Objective</b>			Not Applicable – Business as Usual			
<b>Mid Year Action Status</b>			<b>0/2 - Complete</b>	<b>2/2 – in Progress</b>	<b>0/2 - Stopped</b>	<b>0/2 – To be commenced</b>
<b>End of Year Action Status</b>			<b>0/2 - Complete</b>	<b>2/2 – in Progress</b>	<b>0/2 - Stopped</b>	<b>0/2 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
7.01	Ongoing challenge of existing processes and timetables. Requires 'buy-in' from senior management and service areas. Timetable updated with processes completed in shorter timescales with some year-end tasks being completed in year.	<b>In Progress</b>	<b>In Progress</b>	01/04/2018	31/07/2020	2017/18 draft accounts were completed early June in line with the 2018/19 timescales. This objective and a presentation has been taken to CMT detailing the importance of buy in from senior management to deliver earlier closing. Timetable has been updated for the closure of the 2018/19 accounts, with the view to close these accounts earlier than ever before with sign off on 31st May 2019 - this will be in line with the future deadline.
7.02	Work alongside Wales Audit Office to assess which areas of work accountancy can complete early in the year and can be audited before draft stage.	<b>In Progress</b>	<b>In Progress</b>	01/04/2018	31/07/2020	The accountancy team have been working collaboratively with WAO to assess a number of areas before draft accounts are completed. A number of these have already been provided to WAO in January and February, and further information will be provided before the closure of accounts. Early assessment of a number of provisions, valuations and depreciation have already been carried out by WAO.

<b>Objective 8</b>		<b>Support service areas to develop better financial acumen, supported by technology in the systems we use and training, which will allow "self-service" development. This will increase finance capacity to work in a business partnering arrangement providing added-value support.</b>				
<b>Description</b>		We would look to increase and improve the use of our current systems including our budget management system and control risk self-assessments, to increase our focus and capacity on supporting service areas in delivering self-service development. This will require support of systems and training to increase the capacity.				
<b>Corporate Plan Objective</b>		Not Applicable – Business as usual				
<b>Mid Year Action Status</b>		<b>1/5 - Complete</b>	<b>4/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>	
<b>End of Year Action Status</b>		<b>2/5 - Complete</b>	<b>3/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>	
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
8.01	Following successful implementation of training across the authority, there is the need to ensure that this is rolled out fully and there is full attendance of all budget managers.  Monitoring of attendance stats will be kept to ensure delivery.	<b>In Progress</b>	<b>Complete</b>	01/04/2018	31/03/2019	Training rolled out to all areas of Council. This is now incorporated into the 'training offer' within the Council and run 3 times a year.
8.02	Increase the capacity and use of the Business Management System (BMS) system and other services which allow for more self-serve, i.e. control risk self-assessments.  There will be planned improvements to the system which require implementation and we will monitor whether these have been done within the expected timescales.	<b>In Progress</b>	<b>In Progress</b>	01/04/2018	31/03/2020	

<b>Objective 8</b>			<b>Support service areas to develop better financial acumen, supported by technology in the systems we use and training, which will allow "self-service" development. This will increase finance capacity to work in a business partnering arrangement providing added-value support.</b>			
<b>Description</b>			We would look to increase and improve the use of our current systems including our budget management system and control risk self-assessments, to increase our focus and capacity on supporting service areas in delivering self-service development. This will require support of systems and training to increase the capacity.			
<b>Corporate Plan Objective</b>			Not Applicable – Business as usual			
<b>Mid Year Action Status</b>			<b>1/5 - Complete</b>	<b>4/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>
<b>End of Year Action Status</b>			<b>2/5 - Complete</b>	<b>3/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
	We will monitor the performance in both submission stats and how good the forecasts were against outturn to assess whether the training is having the desired outcome.					
8.03	Ensure robust implementation of the operating model re; risk based budgets, in particular ensure robust forecasting methodology in those areas.	<b>In Progress</b>	<b>In Progress</b>	01/04/2018	31/03/2020	Substantially completed with an appropriate approach in most key budget risk areas. A small number of areas still require further development.
8.04	Continue development of a Business Partnering model within accountancy, linked to re-structure in 2017 and on-going training and development of this 'role'  Centralisation of accountancy assistants will improve standardised processes and allow finance business partners to provide a better focus	<b>In Progress</b>	<b>In Progress</b>	01/06/2018	31/03/2020	Substantially completed. A re-structure has centralised accountancy assistants and there is some on-going work on final detailed different working arrangements outstanding.

<b>Objective 8</b>			<b>Support service areas to develop better financial acumen, supported by technology in the systems we use and training, which will allow "self-service" development. This will increase finance capacity to work in a business partnering arrangement providing added-value support.</b>			
<b>Description</b>			We would look to increase and improve the use of our current systems including our budget management system and control risk self-assessments, to increase our focus and capacity on supporting service areas in delivering self-service development. This will require support of systems and training to increase the capacity.			
<b>Corporate Plan Objective</b>			Not Applicable – Business as usual			
<b>Mid Year Action Status</b>			<b>1/5 - Complete</b>	<b>4/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>
<b>End of Year Action Status</b>			<b>2/5 - Complete</b>	<b>3/5 – In Progress</b>	<b>0/5 - Stopped</b>	<b>0/5 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
	on supporting service areas.  Performance of the change to centralised accountancy model will be monitored to assess whether the new process is being implemented as expected.					
8.05	Internal Audit and Accountancy to work jointly in providing training to Head Teachers and School Support Officers, in financial management and financial governance.	<b>Complete</b>	<b>Complete</b>	01/04/2018	30/09/2018	A successful training programme was delivered jointly by Internal Audit and Accountancy - feedback was very positive. Internal Audit also successfully delivered training on Financial Regulations and Contract Standing Orders as part of the corporate training programme.

<b>Objective 9</b>			<b>Review, develop and implement a revised operating model for strategic procurement.</b>			
<b>Description</b>			Review, develop and implement a revised operating model for strategic procurement. Taking account of the resource levels within the function, to identify key outcomes and work-streams which need to be completed to ensure the Council is compliant with the Public Contract Regulations, Welsh Government policy and requirements where needed, adds value to the Council and delivers financial/non-financial benefits wherever possible.			
<b>Corporate Plan Objective</b>			Not Applicable – Business as Usual			
<b>Mid Year Action Status</b>			<b>1/2 - Complete</b>	<b>0/2 – In Progress</b>	<b>0/2 - Stopped</b>	<b>1/2 - To be commenced</b>
<b>End of Year Action Status</b>			<b>1/2 - Complete</b>	<b>1/2 – In Progress</b>	<b>0/2 - Stopped</b>	<b>0/2 – To be commenced</b>








Action Number	Action	Mid-Year Position	End of Year Status (Complete / In Progress / On Hold)	Start Date	Anticipated Completion Date	End of Year Update
9.01	<p>Review, develop and implement a revised operating model for strategic procurement. Delivering both the added value strategic and operational elements of procurement. To include:</p> <ul style="list-style-type: none"> <li>• Role of Procurement Gateway Board</li> <li>• Improvement to contracts register to help identify work programme</li> <li>• Compilation of and use of annual 'spend analysis' to identify opportunities for review e.g. off-contract spending etc</li> <li>• Thematic reviews of spend to identify opportunities to maximise value and / or deliver savings</li> <li>• Self-service opportunities</li> </ul>	<b>To be commenced</b>	<b>In Progress</b>	02/01/2019	31/03/2020	<p>Work has now commenced to review the various points detailed in this action. The role of the Board was discussed during the March 2019 Gateway Board meeting and proposals for a revised model of operation have been tabled to Head of Finance for further discussion at the April 2019 meeting. The Contracts Register has been fully reviewed and updated and is now fit for purpose in order to inform future work programmes. The remaining points in this action are yet to be started, although proposals to change CSO's are being considered in order to move some lower value procurement process to a more self-service model.</p> <p>Updated Contracts Register was issued to all Corporate Directors and Heads of Service as part of the annual Forward Work Plan collation exercise on February 2019.</p>
9.02	Possible implementation of a new e-tendering solution, potentially as early as January 2019 when the current Welsh Government (WG) funded solution finishes. WG timeline is September 2018 for decisions on system and funding.	<b>Complete</b>	<b>Complete</b>	01/04/2018	30/09/2018	Current solution in place and funded until March 2020. The Welsh Public sector are eagerly awaiting the outcome of a business case being prepared by the NPS & WG on future tools and funding options. This is anticipated over the coming months. This being the case - WG will continue to fund a solution for Welsh public sector.









<b>Objective 10</b>			<b>Implementation and compliance with new legislation and Welsh Government best practice initiatives.</b>			
<b>Description</b>			Implementation and compliance with new legislation and Welsh Government best practice initiatives: Welsh Government Ethical Employment in Supply Chains, Code of Practice commitments and Welsh Language Act (standards related to procurement and general communication and language choice).			
<b>Corporate Plan Objective</b>			<b>Wellbeing Objective 4 – To Build cohesive and sustainable communities.</b>			
<b>Mid Year Action Status</b>			<b>0/2 – Complete</b>	<b>2/2 – In Progress</b>	<b>0/2 - Stopped</b>	<b>0/2 – To be commenced</b>
<b>End of Year Action Status</b>			<b>1/2 - Complete</b>	<b>1/2 – In Progress</b>	<b>0/2 - Stopped</b>	<b>0/2 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
10.01	Subject to Cabinet Member approval, Implementation and delivery of an action plan to move towards compliance with the Welsh Government “Ethical Employment in Supply Chains Code of practice” commitments.	<b>In Progress</b>	<b>Complete</b>	10/10/2018	28/02/2019	The Action Plan was presented to Cabinet in February 2019 along with a report recommending signing up to the Code of Practice. This was approved at the February Cabinet meeting. An action plan has been agreed as part of this. Work will now be ongoing in order to embed the principles of the Code into day to day working of the Council and is 'Business as Usual'.
10.02	Deliver new requirements under the changes to Data Protection Legislation and ensure compliance with Welsh Language Act - standards related to procurement and general communication and language choice.	<b>In Progress</b>	<b>In Progress</b>	01/06/2018	31/03/2020	GDPR draft letter for use with suppliers was issued out to Heads of Service in June 2018 and is completed. As regards Welsh Language - this is on-going and further translation into Welsh of key procurement documentation is outstanding.

<b>Objective 11</b>			<b>Improved full P2P cycle processes.</b>			
<b>Description</b>			Improved full P2P cycle process resulting in a more efficient and effective streamlined process. To ensure the transactional processes of ordering and paying for goods and services are effective and efficient, increasing the use of electronic payments and alternative payment methodologies.			
<b>Corporate Plan Objective</b>			<b>Not Applicable – Business as usual</b>			
<b>Mid Year Action Status</b>			<b>0/1 - Complete</b>	<b>1/1 – In Progress</b>	<b>0/1 - Stopped</b>	<b>0/1 – To be commenced</b>
<b>End of Year Action Status</b>			<b>0/1 - Complete</b>	<b>1/1 – In Progress</b>	<b>0/1 - Stopped</b>	<b>0/1 – To be commenced</b>
<b>Action Number</b>	<b>Action</b>	<b>Mid-Year Position</b>	<b>End of Year Status (Complete / In Progress / On Hold)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>	<b>End of Year Update</b>
11.01	Further improve the payment of manual invoices by seeking alternative payment methodologies to enhance the process—through e-invoicing and procurement card solutions.	<b>In Progress</b>	<b>In Progress</b>	01/06/2018	31/03/2020	Main focus in relation to the procurement card (PCard) programme has been around growing the value of business processed via a PCard. This has continued to grow during 2018/19 with the total transaction value up from £962K in 2017/18 to £1.8M in 2018/19. There are further development opportunities being considered, including the use of PCards within the Payments team for general invoice payments.

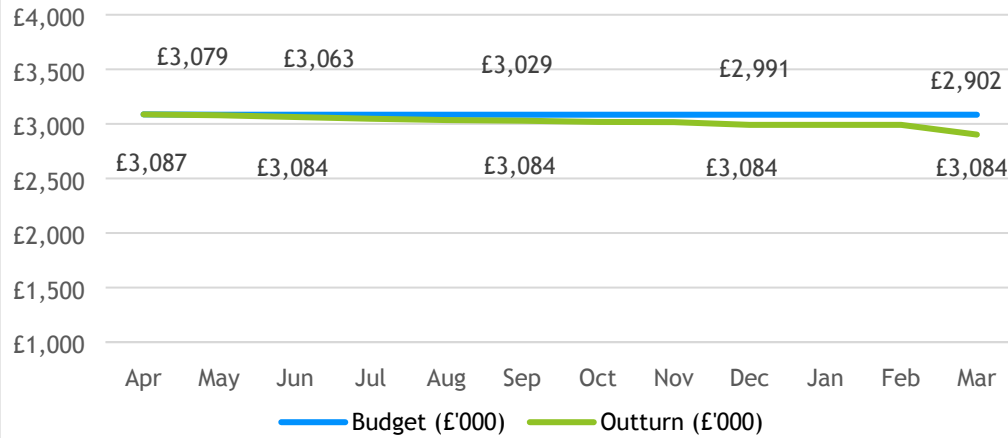
# Finance Performance Measures 2018/19

PI Result vs PI Target Definition	On Target				Short of Target (15% Tolerance)	Off Target (Over 15% Tolerance)
Performance Direction Definition (Based upon the performance from the previous reporting period)	 Performance has Improved				 Performance has Declined	 Performance is the same
Performance Measure (National / Local / Management Information)	Link To Service Plan Objective(s)	Q2 Result	2018/19	2018/19 Target	2017/18 Position	Service Area Comment (For Performance Indicators not meeting their targets)
<b>Local</b> – Payment of invoices within timescales  Monthly submission	<b>Objective 11</b>	<b>89.7%</b>	<b>88.9%</b>	<b>90%</b>	 <b>88.6%</b>	Marginal improvement over 2017/18 performance, and just shy of target. Detailed reporting has been introduced to identify areas within the Council that are causing delays in the payment of invoices. Meetings have commenced and will continue throughout 2019/20 with service areas causing delays to understand their issues and seek improvements to process. It should be noted that whilst the PI sits within Finance, the failure to enable payment within 30 days mainly exists within other Service Areas; as stated above, this is now being challenged.
<b>Local</b> – Council Tax collection %  Monthly submission	<b>Not Applicable</b>	<b>53.69%</b>	<b>96.64%</b>	<b>96.6%</b>	 <b>96.67%</b>	Overall, a good year for collection of the council tax charges due for 2018-19 and an excellent result in terms of reducing the legacy of outstanding arrears. The arrears from previous years have reduced significantly due to the increased emphasis on the arrears collection and the creation of a small dedicated debt recovery team within the Council Tax Section.
<b>Local</b> – Non Domestic Rates Collected %  Monthly submission	<b>Not Applicable</b>	<b>58.25%</b>	<b>97.07%</b>	<b>97%</b>	 <b>97.5%</b>	A good end of year performance in terms of collecting NNDR, in spite of the challenges faced by some businesses in the current climate.
<b>Local</b> - % of Internal Audit plan completed  Quarterly submission	<b>Not Applicable</b>	<b>36%</b>	<b>83%</b>	<b>82%</b>	 <b>84%</b>	An excellent team performance in getting planned audit work and reports out in line with the expected target. This will enable

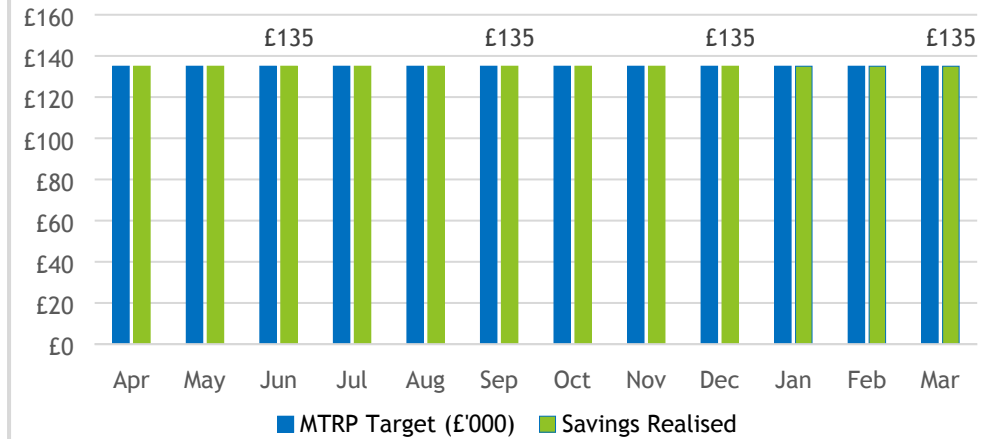
PI Result vs PI Target Definition	On Target				Short of Target (15% Tolerance)	Off Target (Over 15%Tolerance)
Performance Direction Definition (Based upon the performance from the previous reporting period)	 Performance has Improved				 Performance has Declined	 Performance is the same
Performance Measure (National / Local / Management Information)	Link To Service Plan Objective(s)	Q2 Result	2018/19	2018/19 Target	2017/18 Position	Service Area Comment (For Performance Indicators not meeting their targets)
						the Chief Internal Auditor to provide an overall year end opinion.
<b>Local</b> - % total Council Tax collected as a % of annual budgeted amount  Monthly submission	<b>Not Applicable</b>	55.41%	101.35 %	100%	 104.41%	The percentage of overall council tax due to be collected as part of the Council's budget was increased in 2018-19 compared to previous years. Therefore the amount actually collected in cash terms was significantly improved. This was due to a focus on collecting outstanding debts and the creation of the debt recovery team with the resources to do this.
<b>Local</b> – Increase Council Tax accounts paid by Direct Debit  Annual submission	<b>Not Applicable</b>	N/A	60%	72%	 58.8%	The percentage of council tax payers choosing direct debit continues to increase. It is hoped that when online services become available this will increase further.
<b>Local</b> – Number of suppliers using Lodge Cards  Annual submission	<b>Not Applicable</b>	N/A	6	7	 6	This PI has not been pursued as envisaged and been stopped from 2019/20. The focus is now on the 'card programme' as a whole and the value/transactions going through all the card programme.
<b>Local</b> – % of agreed management actions – implemented within 6 months of final Internal Audit Report  Annual submission	<b>Objective 1</b>	N/A	87.5%	90%	N/A	Difference represents 1 audit recommendation only

# Finance Service Financial Analysis

## 2018/19 Overall Net Position



## 2018/19 Delivery of MTRP Savings



### Summary Revenue Budget Position 2018/19

Service Area	Deficit / (Underspend)
Accountancy	<b>12</b>
Internal Audit	<b>(20)</b>
Income Collection	<b>(62)</b>
Procurement & Payments	<b>(112)</b>