

Surrey County Council Finance Improvement Plan

Version:	Owner	Date
1.0	K Kilburn	28 August 2018
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The following pages outline the responsibilities and suggested tasks, actions and deliverables for the following:

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Key

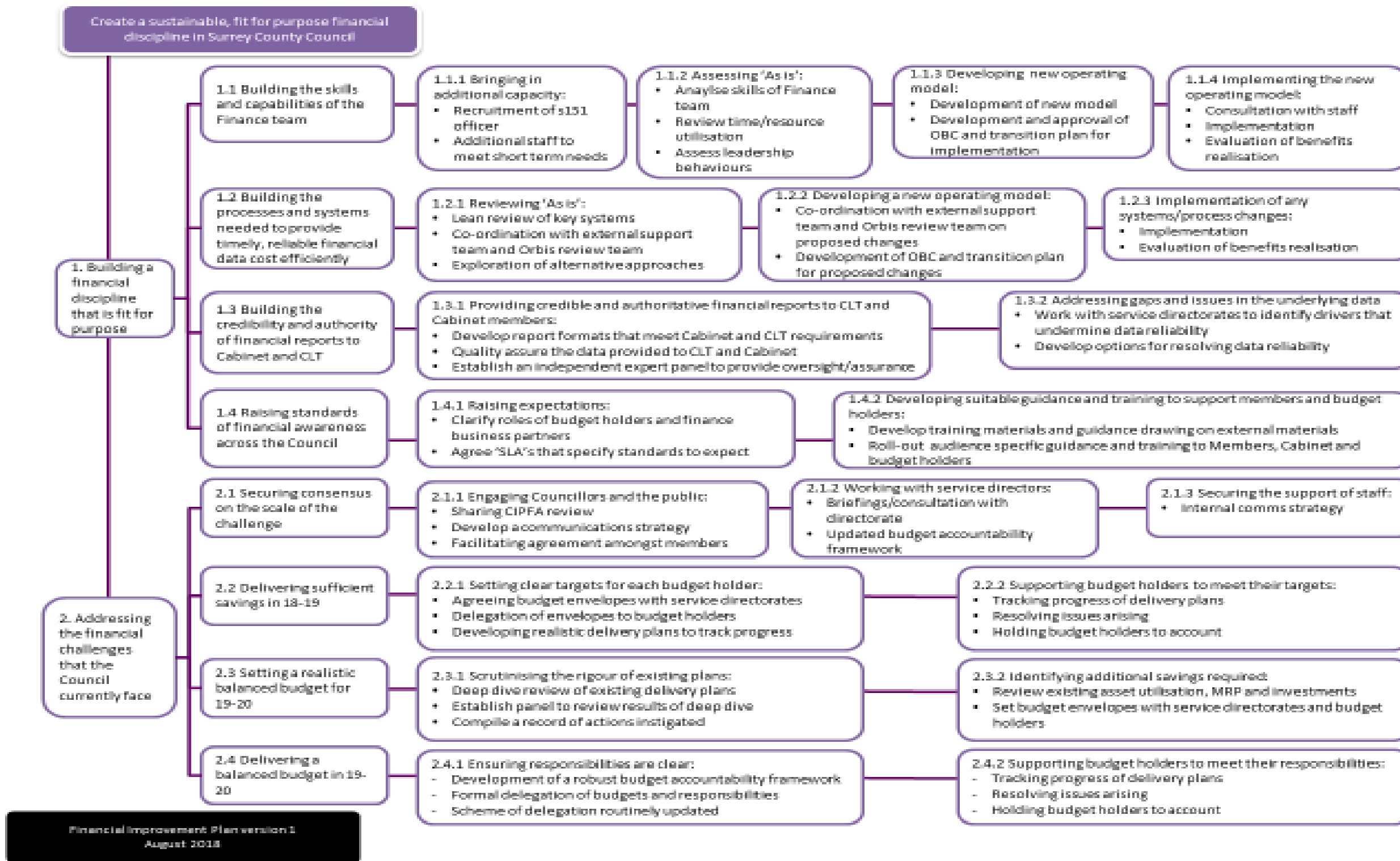
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Working draft





Surrey Finance Improvement Plan: Cabinet - roles and responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
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Surrey Finance Improvement Plan: Cabinet – roles and responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
1. Building a financial discipline that is fit for purpose						
1.1 Building the skills and capabilities of the Finance team	<ul style="list-style-type: none"> The Leader to determine a Cabinet lead for Finance 	DH	<ul style="list-style-type: none"> To provide strategic/political direction on the implementation of the improvement plan 	<ul style="list-style-type: none"> To continually review the capabilities of Cabinet and other Members to fulfil their roles, in support of the Leader 	<ul style="list-style-type: none"> Leader to consider named Councillor with responsibility for oversight of the Council's finances 	December 2018
	<ul style="list-style-type: none"> To appoint an interim s151 officer 	DH /JK/ /AW	<ul style="list-style-type: none"> To ensure there is suitable, authoritative financial leadership in the Council 	<ul style="list-style-type: none"> To review and approve a suitable candidate 	<ul style="list-style-type: none"> Council approval of appointment of s151 officer 	Leigh Whitehouse appointed
	<ul style="list-style-type: none"> Review and approval of a new operating model for the Finance team 	DH/JK	<ul style="list-style-type: none"> To develop a more dynamic Finance function that can drive change more effectively 	<ul style="list-style-type: none"> Consideration and approval (subject to changes) of the proposed operating model Consideration and approval (subject to changes) of the transition plan to implement the new model 	<ul style="list-style-type: none"> Approval of the proposed operating model and transition plan 	November 2018
1.2 Building the processes and systems needed to provide timely, reliable financial data efficiently to Cabinet	<ul style="list-style-type: none"> Review and approval of all FBCs to update existing financial processes and systems where appropriate 	Change Management Board	<ul style="list-style-type: none"> To free up resources and provide the data to enable the Finance function to drive change more effectively 	<ul style="list-style-type: none"> Consideration and approval (subject to changes) of any business cases to update existing financial processes and systems Change Constitution as necessary 	<ul style="list-style-type: none"> Approval of business cases where applicable Council approve changes to Constitution 	October 2018
	<ul style="list-style-type: none"> Determining the future role of Orbis in the Council's financial resilience plans 	Cabinet/CLT	<ul style="list-style-type: none"> To establish how Orbis might deliver better economies of scale, generate centres of expertise and/or improve the resilience of the finance function 	<ul style="list-style-type: none"> Consideration of the recommendations arising from the E&Y review 	<ul style="list-style-type: none"> Tbd – dependent on the outcomes of the current review 	Tbd
1.3 Building the credibility and authority of financial reports to members and CLT	<ul style="list-style-type: none"> Specifying expectations on the timing and format of financial reports 	DH/ JK /AW	<ul style="list-style-type: none"> To ensure the Finance team are clear on how reports to Cabinet should be prepared and presented 	<ul style="list-style-type: none"> To consider and specify expectations of what is required from Finance progress To agree and approve a report format and arrangements 	<ul style="list-style-type: none"> An agreed format and process for financial reporting that meets CLT and Cabinet requirements 	September 2018
	<ul style="list-style-type: none"> Approval of an expert panel 	DH/JK	<ul style="list-style-type: none"> To provide quality assurance for reports and briefings to Cabinet 	<ul style="list-style-type: none"> To approve the appointment of an expert panel to provide additional guidance/advice on financial issues To agree to take note of any recommendations from the expert panel when considering the financial implications of an issue 	<ul style="list-style-type: none"> Approval of the terms of reference for the panel Consideration of the advice from the expert panel at Cabinet 	October 2018
1.4 Raising standards of financial awareness across the service directorates	<ul style="list-style-type: none"> Developing Cabinet members' financial awareness 	DH/LW/AW/JK	<ul style="list-style-type: none"> To provide sufficient challenge and scrutiny in order to raise and maintain standards and performance of the Finance team and budget holders 	<ul style="list-style-type: none"> To encourage members to attend the training provided To support the establishment of on-going coaching/mentoring for members on finance issues 	<ul style="list-style-type: none"> Attendance at the proposed finance training event The appointment of coaches/mentors 	September to November 2018
	<ul style="list-style-type: none"> Encouraging financial scrutiny in decision-making across the Council 	DH /JK/LW/AW	<ul style="list-style-type: none"> To raise the profile and importance of good financial management across the Council 	<ul style="list-style-type: none"> To reinforce the importance of financial scrutiny by demanding Finance input on all proposals submitted by service directorates To clarify Cabinet member responsibilities on financial issues 	<ul style="list-style-type: none"> Agreement to revised arrangements on such issues 	August 2018 to November 2018
	<ul style="list-style-type: none"> Developing financial awareness amongst all Councillors 	DH/JK/AW	<ul style="list-style-type: none"> To enable all Councillors to understand the financial pressures facing Surrey CC 	<ul style="list-style-type: none"> Arrange an engaging and effective finance briefing session for all Councillors Approval of periodic financial briefing updates for all Councillors 	<ul style="list-style-type: none"> An initial briefing session for all Councillors Periodic briefings thereafter 	September to November 2018
2. Addressing the financial challenges that the Council currently face						
2.1 Securing consensus on the scale of the challenge	<ul style="list-style-type: none"> To review and approve the draft improvement plan 	DH/JK	<ul style="list-style-type: none"> To ensure the improvement plan is comprehensive and deliverable 	<ul style="list-style-type: none"> To review the CIPFA findings To discuss/question the proposed actions To confirm agreement subject to any changes required 	<ul style="list-style-type: none"> An agreed improvement plan that is accepted by all relevant parties 	September 2018

Surrey Finance Improvement Plan: Cabinet – roles and responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
				<ul style="list-style-type: none"> To approve a communications strategy for public engagement on the issue 	<ul style="list-style-type: none"> An approved communications strategy to support the improvement plan 	
2.2 Delivering sufficient savings in 2018-19	<ul style="list-style-type: none"> Approval of budget envelopes to secure additional savings in 2018-19 	DH /JK/ /AW	<ul style="list-style-type: none"> To support CLT in minimising the risk of having to rely on reserves 	<ul style="list-style-type: none"> To discuss and consider the budget envelopes To approve the targets, subject to any changes required To underline the importance of meeting these targets in subsequent meetings with budget holders 	<ul style="list-style-type: none"> Formal approval of revised budgets 	Agreed by CLT and Budget Pressures Group to be formally agreed at September cabinet
2.3 Setting a realistic balanced budget for 19-20	<ul style="list-style-type: none"> Arrangements for the scrutiny and approval of existing planned savings 	Cabinet / CLT	<ul style="list-style-type: none"> To ensure that there are suitable governance arrangements in place to scrutinise and provide clear direction on how savings will be realised 	<ul style="list-style-type: none"> Task Budget Working Group with responsibility for reviewing and approving: <ul style="list-style-type: none"> proposals to mitigate the impact of pressures and demands on service costs business cases for transformational savings and how they will be realised the delivery of the additional savings required 	<ul style="list-style-type: none"> Formal approval of proposals 	September 2018 to December 2018
	<ul style="list-style-type: none"> Setting budget envelopes for 2019-20 	DH/JK	<ul style="list-style-type: none"> To identify and approve sufficient savings to meet the new targets in the 2019/23 MTFP 	<ul style="list-style-type: none"> To discuss and consider the budget envelopes To approve the targets, subject to any changes required To underline the importance of meeting these targets in subsequent meetings with budget holders 	<ul style="list-style-type: none"> Acceptance of the 2019/20 budget plan 	CLT agreed, to be considered by CLT/ Cabinet 6 September, then on-going
	<ul style="list-style-type: none"> To examine any proposed changes in the use of assets, investments, loans and reserves Generate investment income to support revenue challenges 	DH /TE/LW/ JK Investment Board	<ul style="list-style-type: none"> To consider proposals to improve the financial stability of the Council within the constraints of proper public financial management 	<ul style="list-style-type: none"> To examine and make decisions on: <ul style="list-style-type: none"> The utilisation of the existing asset base and any changes proposed The Council's investment policy/portfolio and any changes proposed Any plans to capitalise existing revenue expenditure Any changes to the MRP policy and existing loans Any changes in the proposed utilisation of earmarked reserves 	<ul style="list-style-type: none"> Timely consideration of any papers submitted to Cabinet 	November 2018
2.4 Delivering a balanced budget in 19-20	<ul style="list-style-type: none"> Maintaining governance oversight of delivery against plans 	Change Management Board	<ul style="list-style-type: none"> To ensure there is suitable ownership across the Council Where progress is at risk of slipping, corrective actions will be required 	<ul style="list-style-type: none"> To task Budget Working Group with periodic reviews of responsibilities and delegations To instigate corrective actions where applicable 	<ul style="list-style-type: none"> Terms of reference for the sub-committee Maintenance of an up to date action log 	September 2018 to December 2018
2.5 Deliver a strategy to achieve a sustainable budget for 2021/22	<ul style="list-style-type: none"> Work with CLT on implementing transformational change, improvements and new ways for working to reduce the Council's cost base 	Cabinet	<ul style="list-style-type: none"> To ensure there is suitable ownership across the Council Where progress is at risk of slipping, corrective actions will be required 	<ul style="list-style-type: none"> Undertake a zero-based budgeting or equivalent exercise to build cost base of Council. 	<ul style="list-style-type: none"> 	From Feb 2019

Surrey Finance Improvement Plan: CLT Roles and Responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
1. Building a financial discipline that is fit for purpose						
1.1 Building the skills and capabilities of the Finance team	<ul style="list-style-type: none"> To bolster the skills of the current Finance team through recruitment 	JK/AW/MC	<ul style="list-style-type: none"> To ensure there is suitable, authoritative financial leadership in the Council 	<ul style="list-style-type: none"> To interview and recruit a suitable s151 officer To recruit and appoint suitably qualified finance staff to fill identified gaps 	<ul style="list-style-type: none"> Recruitment and appointment s151 officer Recruitment and appointment of suitable qualified finance staff 	Sept 2018
	<ul style="list-style-type: none"> Developing a new operating model for the Finance Team 	LW/KK	<ul style="list-style-type: none"> To develop a more dynamic Finance function that can drive change more effectively 	<ul style="list-style-type: none"> To commission external support to undertake a review of the skills and capabilities of the team and how it compares to best practice To review the proposed operating model and associated transition plan. To secure political approval to proceed from Cabinet 	<ul style="list-style-type: none"> A report from external advisors on the proposed changes to the Finance team Approval of the proposed operating model and transition plan 	External support engaged in project to support until November 2018 August/Sept
	<ul style="list-style-type: none"> Implementing a new operating model for the finance team 	LW/TE/MC	<ul style="list-style-type: none"> To transform the existing Finance function 	<ul style="list-style-type: none"> Establishing a project team to oversee the transition 	<ul style="list-style-type: none"> A project implementation team 	December 2018 to March 2019
1.2 Building the processes and systems needed to provide timely, reliable financial data cost efficiently	<ul style="list-style-type: none"> Scrutiny and approval of any OBCs to update existing financial processes and systems 	LW	<ul style="list-style-type: none"> To free up resources and provide the data to enable the Finance function to drive change more effectively 	<ul style="list-style-type: none"> Consideration and approval (subject to changes) of any business cases to update existing financial processes and systems To secure political approval to proceed from Cabinet 	<ul style="list-style-type: none"> Approval of business cases where applicable 	October 2018
	<ul style="list-style-type: none"> Determining the future of Orbis 	MC	<ul style="list-style-type: none"> To establish how Orbis might deliver better economies of scale, generate centres of expertise and/or improve the resilience of the finance function 	<ul style="list-style-type: none"> Consideration of the recommendations arising from the E&Y review 	<ul style="list-style-type: none"> Tbd – dependent on the outcomes of the current review 	Tbd
1.3 Building the credibility and authority of financial reports to members and CLT	<ul style="list-style-type: none"> Specifying expectations on the timing and format of financial reports 	JK/AW	<ul style="list-style-type: none"> To ensure the Finance team are clear on how reports to CLT should be prepared and presented incl. those for onward direction to Cabinet 	<ul style="list-style-type: none"> To consider and specify expectations of what is required from Finance progress To reconcile CLT expectations with those of Cabinet members To agree and approve a report format and arrangements 	<ul style="list-style-type: none"> An agreed format and process for financial reporting that meets CLT and Cabinet requirements 	September 2018
	<ul style="list-style-type: none"> Appointment of an expert panel to provide additional financial assurance on issues 	DH/JK/LW	<ul style="list-style-type: none"> To provide an additional source of assurance on financial issues until the Finance team is sufficiently re-organised to have secured the full confidence of CLT and Cabinet 	<ul style="list-style-type: none"> To develop and agree the terms of reference for the panel To identify and recruit suitable participants To identify secretariat support to facilitate and support meetings (AF/HW) To secure the approval of the Cabinet to such arrangements 	<ul style="list-style-type: none"> Cabinet approved terms of reference Regular meetings attended by the named participants 	October 2018
	<ul style="list-style-type: none"> Quality assurance of financial data 	JK/LW	<ul style="list-style-type: none"> To assure Cabinet on the rigour and reliability of the data provided 	<ul style="list-style-type: none"> To commission external consultants to review and validate key information on the planned savings in 2019-20 To establish a Budget Working Group to review the rigour of the planning assumptions for future financial year savings 	<ul style="list-style-type: none"> Briefing papers from consultants on the results of each review The ToR for the Budget Working Group sub-committee tasked with overseeing financial estimates 	September 2018 to December 2018

Surrey Finance Improvement Plan: CLT Roles and Responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
1.4 Raising standards of financial awareness across the service directorates	<ul style="list-style-type: none"> Encouraging financial scrutiny in decision-making across the Council 	LW/AW	<ul style="list-style-type: none"> To raise the profile and importance of good financial management across the Council 	<ul style="list-style-type: none"> To commission Finance to develop a budget accountability framework that sets out the governance, processes, meetings and accountabilities required to set, monitor and manage budgets To reinforce the importance of financial scrutiny by demanding Finance input on all proposals submitted by service directorates To task HR with ensuring the accountability framework is reflected in existing job descriptions, performance appraisal arrangements etc To recognise instances of good financial management and to challenge where performance is below standard 	<ul style="list-style-type: none"> A budget accountability framework A paper to Cabinet on proposed changes Instigating HR to integrate the budget accountability framework into appraisal processes Periodic CLT discussions on the financial awareness demonstrated by staff in order to identify corrective actions needed or to reward progress 	August 2018 to November 2018
	<ul style="list-style-type: none"> Developing guidance and mentoring for Cabinet members on financial issues 	LW/AW	<ul style="list-style-type: none"> To support Cabinet members in scrutinising and raising performance standards of the Finance team and budget-holders 	<ul style="list-style-type: none"> Commission consultants to: <ul style="list-style-type: none"> develop and run a suitable training course provide on-going coaching & mentoring 	<ul style="list-style-type: none"> Appointment of consultants Provision of courses 	October 2018
	<ul style="list-style-type: none"> Developing financial awareness amongst all Councillors 	LW/AW	<ul style="list-style-type: none"> To enable all Councillors to understand the financial pressures facing Surrey CC To recognise role of scrutiny in raising awareness of financial matters and pressures 	<ul style="list-style-type: none"> Review and approval of the finance briefing session developed for all Councillors Review and approval of the periodic financial briefing updates for all Councillors 	<ul style="list-style-type: none"> An initial briefing session for all Councillors Periodic briefings thereafter 	October 2018
2. Addressing the financial challenges that the Council currently face						
2.1 Securing consensus on the scale of the challenge	<ul style="list-style-type: none"> To review and approve the draft improvement plan 	JK/CLT	<ul style="list-style-type: none"> To ensure the improvement plan is comprehensive and deliverable 	<ul style="list-style-type: none"> To confirm agreement subject to any changes required To prepare an internal communications strategy for how to brief budget holders and staff on the challenges faced 	<ul style="list-style-type: none"> An agreed improvement plan that is accepted by all relevant parties An approved communications strategy to support the improvement plan 	September 2018
	<ul style="list-style-type: none"> To prepare an external communications strategy for engaging the public on the financial pressures facing the Council 	Head of Comms/ LW	<ul style="list-style-type: none"> To minimise the risk of public concerns disrupting progress To support Cabinet in explaining why further savings are required 	<ul style="list-style-type: none"> The development of an agreed communications strategy Briefing to service directors and Cabinet on the key messages in the communications strategy 	<ul style="list-style-type: none"> A communications strategy on the budget pressures facing the Council 	September / October 2018
2.2 Delivering sufficient savings in 2018-19	<ul style="list-style-type: none"> Approval and dissemination of budget envelopes to secure additional savings in 2018-19 	JK/AW/KK	<ul style="list-style-type: none"> To clarify responsibilities of budget holders 	<ul style="list-style-type: none"> To secure explicit agreement of service directors to the revised targets at away day in Sept 2018 To collate data on how targets will be delivered in practice To ensure service directors make suitable delegations through Budget Accountability Statements (BAS) to Budget holders To brief budget holders on their responsibilities 	<ul style="list-style-type: none"> Formal approval of revised budget envelopes by CLT Discussion at 'away day' in September Signed BAS from every budget holder Briefing sessions with budget holders 	August to September 2018
	<ul style="list-style-type: none"> Supporting budget holders to develop robust delivery plans 	MC/LW/KK	<ul style="list-style-type: none"> To increase the likelihood of targets being met 	<ul style="list-style-type: none"> To underline the importance of meeting the targets in subsequent meetings with budget holders To establish a Budget Working Group to oversee progress in the delivery of savings and cost mitigation plans 	<ul style="list-style-type: none"> Establishment of a sub-committee/panel to oversee delivery of targets A log of decisive, collective actions to address issues raised 	September 2018

Surrey Finance Improvement Plan: CLT Roles and Responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
	<ul style="list-style-type: none"> Supporting budget holders to deliver the planned savings 	LW/KK	<ul style="list-style-type: none"> To identify issues sufficiently early to enable corrective actions to be instigated 	<ul style="list-style-type: none"> To hold regular CLT and sub-committee/panel meetings to monitor progress To take decisive, collective action as soon as issues arise To notify Cabinet, Finance and budget holders of any changes required 	<ul style="list-style-type: none"> by Cabinet, budget holders and Finance Regular meetings of key staff An action log of changes required 	September 2018 to January 2019
2.3 Setting a realistic balanced budget for 19-20	<ul style="list-style-type: none"> The scrutiny and approval of existing planned savings, transformational savings and the management of pressures and demands 	CLT / AW/LW/KK	<ul style="list-style-type: none"> To ensure that existing plans remain on track 	<ul style="list-style-type: none"> Establish a sub-committee with responsibility for reviewing and approving: <ul style="list-style-type: none"> proposals to mitigate the impact of pressures and demands on service costs business cases for transformational savings and how they will be realised the delivery of the additional savings required Service directorates to affirm the expected savings and pressures/demands and any changes that may be required Commission 'deep dive' reviews of any material changes in the figures 	<ul style="list-style-type: none"> Formal approval of proposals 	September 2018 to December 2018
	<ul style="list-style-type: none"> To explore opportunities for additional savings, such as the use of assets, investments, loans and reserves Align with work and outcomes from Growth Commission Secure additional investment and asset-based income 	TE	<ul style="list-style-type: none"> To minimise the impact on service delivery of the additional savings required 	<ul style="list-style-type: none"> To commission reviews to examine: <ul style="list-style-type: none"> The utilisation of the existing asset base and any changes proposed The Council's investment policy/portfolio and any changes proposed Any plans to capitalise existing revenue expenditure Any changes to the MRP policy and existing loans Any changes in the proposed utilisation of earmarked reserves 	<ul style="list-style-type: none"> Review papers by the those commissioned to examine an issue Timely consideration of any proposals submitted 	November 2018
	<ul style="list-style-type: none"> Setting budget envelopes for 2019-20 	CLT/AW/LW/KK	<ul style="list-style-type: none"> To identify and approve sufficient savings to meet the new targets in the 2019/23 MTFP 	<ul style="list-style-type: none"> To agree the budget envelopes at a service directorate level To formally delegate budgets to service directors and to task them with delegation to budget holders 	<ul style="list-style-type: none"> Agreed Budget Accountability Statements for 2019-20 with every budget holder 	August 2018 to March 2019
2.4 Delivering a balanced budget in 19-20	<ul style="list-style-type: none"> Maintaining an up to date record of who is responsible for delivering each aspect of the MTFP 	LW/KK	<ul style="list-style-type: none"> To ensure there is suitable ownership across the Council 	<ul style="list-style-type: none"> To task a sub-committee with periodic reviews of responsibilities and delegations To notify Finance of any changes in managerial responsibilities To instigate corrective actions where applicable 	<ul style="list-style-type: none"> Terms of reference for the sub-committee Maintenance of an up to date action log 	October 2018 to February 2020
	<ul style="list-style-type: none"> Regular progress tracking 	CLT/LW	<ul style="list-style-type: none"> To maintain collective progress in achieving the targets specified To identify issues sufficiently early to enable corrective action 	<ul style="list-style-type: none"> Regular CLT a meetings to monitor progress To share good practices and encourage peer pressure on budget holders to deliver To maintain a log of actions required by whom in order to mitigate the risk of targets being missed 	<ul style="list-style-type: none"> Regular meetings Regular briefings to service directors A log of actions required/taken 	April 2019 to March 2020

Surrey Finance Improvement Plan: CLT Roles and Responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
				<ul style="list-style-type: none"> To seek explanations from Finance and budget holders on actions taken and whether risks have been managed effectively 		

Working draft

Surrey Finance Improvement Plan: Finance Roles and responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
1. Building a financial discipline that is fit for purpose						
1.1 Building the skills and capabilities of the Finance team	<ul style="list-style-type: none"> To bolster the skills of the current Finance team through recruitment 	LW/KK	<ul style="list-style-type: none"> To ensure there is suitable, authoritative financial leadership in the Council 	<ul style="list-style-type: none"> To prepare an induction for the new s151 officer To support the recruitment and induction of additional suitably qualified finance staff 	<ul style="list-style-type: none"> Induction package for additional finance staff 	November 2018
	<ul style="list-style-type: none"> Assessing the strengths and weaknesses of the existing Finance team 	LW	<ul style="list-style-type: none"> To examine the people skills and capacity of the existing Finance team 	<ul style="list-style-type: none"> To commission external support to review the existing finance team. The ToR to include: <ul style="list-style-type: none"> A review of leadership skills and behaviours A skills analysis of the finance team A skills analysis of budget holders A time/activity review of the finance function Comparison of 'as is' with best practice, To engage the finance team in the review so that they have the opportunity to contribute and feel consulted 	<ul style="list-style-type: none"> A clear specification of work to be delivered Regular meetings between finance staff and the external support A report that outlines the strengths and weaknesses of the Surrey finance team 	November 2018
	<ul style="list-style-type: none"> Developing a new operating model for finance business and budget planning, and finance business partnering 	LW/KK	<ul style="list-style-type: none"> To develop a more dynamic Finance function that can drive change more effectively 	<ul style="list-style-type: none"> The development of a proposed operating model Consultation with finance staff and CLT on the proposed model The development of a proposed transition plan. The development of a learning and development strategy for finance staff 	<ul style="list-style-type: none"> A proposed operating model for the Finance team that meets Surrey's future needs A costed transition plan for how the new model will be implemented A learning and development strategy for finance staff 	November 2018
	<ul style="list-style-type: none"> Implementing a new operating model for the finance team 	LW	<ul style="list-style-type: none"> To transform the existing Finance function 	<ul style="list-style-type: none"> Working with external support, HR etc to implement the transition plan To arrange regular meetings with staff to maintain morale and focus during transition 	<ul style="list-style-type: none"> Tbd – dependent on the results of the review 	December 2018 to March 2019
1.2 Building the processes and systems needed to provide timely, reliable financial data cost efficiently	<ul style="list-style-type: none"> Reviewing data quality to improve service planning 	LW/KK	<ul style="list-style-type: none"> To address the procedural and systems issues that have contributed to the uncertainties in financial data 	<ul style="list-style-type: none"> To commission consultants to undertake a review that: <ul style="list-style-type: none"> Compares processes and systems In Surrey with those used elsewhere Tests data reliability and timeliness Supports budget holders in developing business case proposals for changes in process and/or systems where necessary 	<ul style="list-style-type: none"> A report that concludes on the suitability of data systems in each directorate Business case proposals for changes where necessary 	October 2018 to January 2019
	<ul style="list-style-type: none"> Determining the future of Orbis 	LW	<ul style="list-style-type: none"> To establish how Orbis might deliver better economies of scale, generate centres of expertise and/or improve the resilience of the finance function 	<ul style="list-style-type: none"> To provide financial advice into the review of whether: <ul style="list-style-type: none"> Existing Orbis function offers better economies of scale than alternative shared service options The centres of expertise in Finance are offering added value Whether there is sufficient resilience in the Surrey finance team 	<ul style="list-style-type: none"> A review by E&Y 	TBD
1.3 Building the credibility and authority of financial reports to members and CLT	<ul style="list-style-type: none"> Developing a report format and process that meets the needs of Cabinet and CLT 	AW/LW	<ul style="list-style-type: none"> To ensure that Cabinet and CLT have the data and advice needed to make evidence-based, timely decisions 	<ul style="list-style-type: none"> To consult with Cabinet and CLT on their expectations and requirements To develop reporting processes and formats that meet those needs 	<ul style="list-style-type: none"> An agreed format and process for financial reporting that meets CLT and Cabinet requirements 	September 2018

Surrey Finance Improvement Plan: Finance Roles and responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
	<ul style="list-style-type: none"> Support to the expert panel established to provide additional financial assurance to CLT and Cabinet 	LW/KK	<ul style="list-style-type: none"> To provide timely access to information so that the panel are able to review and follow up issues as they arise 	<ul style="list-style-type: none"> To provide papers and access to officials or other information as required To maintain a log showing actions taken on recommendations made by the expert panel 	<ul style="list-style-type: none"> An action log of recommendations from the panel 	October 2018
	<ul style="list-style-type: none"> Quality assurance of financial data 	LW/KK	<ul style="list-style-type: none"> To assure Cabinet on the rigour and reliability of the data provided 	<ul style="list-style-type: none"> To support consultants in reviewing and validating key information on the planned savings in 2018-19 To provide briefing and other papers to the sub-committee tasked with reviewing the rigour of the planning assumptions for future financial year savings 	<ul style="list-style-type: none"> Attendance at review meetings with consultants Briefings to the sub-committee tasked with overseeing financial estimates 	September 2018 to December 2018
1.4 Raising standards of financial awareness across the service directorates	<ul style="list-style-type: none"> Encouraging financial scrutiny in decision-making across the Council 	AW/LW/KK	<ul style="list-style-type: none"> To raise the profile and importance of good financial management across the Council 	<ul style="list-style-type: none"> To develop a budget accountability framework that sets out the governance, processes, meetings and accountabilities required to set, monitor and manage budgets To scrutinise all proposals to CLT and Cabinet submitted by service directorates and to flag up any that have bypassed such an arrangement To periodically raise with CLT instances of good practice/poor performance in financial management by budget holders 	<ul style="list-style-type: none"> A budget accountability framework Periodic briefings to CLT 	August 2018 to November 2018
	<ul style="list-style-type: none"> Developing guidance and mentoring for Cabinet members and Councillors 	LW/AW	<ul style="list-style-type: none"> To enable all Councillors to understand the financial pressures facing Surrey CC 	<ul style="list-style-type: none"> Working with consultants to develop training, guidance and briefing notes on financial awareness that are bespoke to Surrey's needs 	<ul style="list-style-type: none"> Support to the appointed consultants 	October 2018
2. Addressing the financial challenges that the Council currently face						
2.1 Securing consensus on the scale of the challenge	<ul style="list-style-type: none"> To prepare and maintain the draft improvement plan 	LW	<ul style="list-style-type: none"> To ensure the improvement plan is comprehensive and deliverable 	<ul style="list-style-type: none"> To develop an improvement plan and associated OBC To regularly update the improvement plan to reflect changing circumstances To notify CLT of any actions that have slipped or might otherwise materially impact on the improvement plan 	<ul style="list-style-type: none"> An agreed and up to date improvement plan that is accepted by all relevant parties Exception reports to CLT on any changes required 	Ongoing
2.2 Delivering sufficient savings in 2018-19	<ul style="list-style-type: none"> Approval and dissemination of budget envelopes to secure additional savings in 2018-19 	AW/KK	<ul style="list-style-type: none"> To clarify responsibilities of budget holders 	<ul style="list-style-type: none"> To circulate a template and gather returns in order for service directors to have transparency on the targets required ahead of the away day in Sept 2018 To map the returns to the MTFP in order to ensure that the planned savings are sufficient To support service directors in delegating their budget envelopes to budget holders by late September 2018 To collate and analyse Budget Accountability Statements in order to report to CLT on any omissions, or inconsistencies. 	<ul style="list-style-type: none"> Completed templates by each service director Discussion at 'away day' in September Signed BAS from every budget holder Briefing sessions with budget holders 	August 2018 to October 2018
	<ul style="list-style-type: none"> Supporting budget holders to develop robust delivery plans 	LW/KK	<ul style="list-style-type: none"> To increase the likelihood of targets been met and for issues to be brought to attention of CLT 	<ul style="list-style-type: none"> CIPFA and Finance to meet budget holders to discuss/review plans 	<ul style="list-style-type: none"> Regular reports to internal panel Guidance to each budget holder 	October 2018

Surrey Finance Improvement Plan: Finance Roles and responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
				<ul style="list-style-type: none"> CIPFA and Finance to provide guidance to budget holders on what constitutes good practice in risk management of savings plans Reports to be reviewed by panel/sub-committee established by CLT 		
	<ul style="list-style-type: none"> Supporting budget holders to deliver the planned savings 	LW/KK	<ul style="list-style-type: none"> To identify issues sufficiently early to enable corrective actions to be instigated 	<ul style="list-style-type: none"> Regular progress meetings with budget holders Exception reports to CLT on any issues arising Preparation of a year end assessment of progress made in achieving targets set 	<ul style="list-style-type: none"> Exception reports to CLT Year end assessment of performance by budget holders 	September 2018 to February 2019
2.3 Setting a realistic balanced budget for 19-20	<ul style="list-style-type: none"> The scrutiny and approval of existing planned savings, transformational savings and the management of pressures and demands 	AW/LW/KK	<ul style="list-style-type: none"> To ensure that savings in the transformational plans will be realised To ensure that the pressures and demands facing each directorate are adequately estimated and managed/mitigated To ensure that existing planned savings are likely to be delivered 	<ul style="list-style-type: none"> To review each business case and brief the Change Management Board on any issues on the timing, achievability or scale of projected savings To conduct a 'deep dive' of the projected figures and mitigations for review by the relevant sub-committee To examine the delivery plans of each service directorate 	<ul style="list-style-type: none"> Briefing paper on business cases to the Change Management Board Briefing papers on pressures and changes and planned savings 	August 2018 to November 2018
	<ul style="list-style-type: none"> To explore opportunities for additional savings, such as the use of assets, investments, loans and reserves 	LW/KK	<ul style="list-style-type: none"> To minimise the impact on service delivery of the additional savings required 	<ul style="list-style-type: none"> To support the teams tasked with reviewing: <ul style="list-style-type: none"> The utilisation of the existing asset base and any changes proposed The Council's investment policy/portfolio and any changes proposed Any plans to capitalise existing revenue expenditure Any changes to the MRP policy and existing loans Any changes in the proposed utilisation of earmarked reserves 	<ul style="list-style-type: none"> Briefing to CLT on any issues arising with the proposals developed by each commissioned team 	November 2018
	<ul style="list-style-type: none"> Setting budget envelopes for 2019-20 	AW/KK/LW	<ul style="list-style-type: none"> To identify and approve sufficient savings to meet the targets in the MTFP 	<ul style="list-style-type: none"> To circulate a template to each service director on how the targets will be met To provide assurance to CLT that any duplication of savings have been eliminated and that there are suitable delivery plans in place to rely on the proposals submitted To prepare Budget Accountability Statements to be circulated to service directors and budget holders 	<ul style="list-style-type: none"> Circulated template Assurance to CLT on consistency and completeness of returns 	August 2018 to October 2018
2.4 Delivering a balanced budget in 19-20	<ul style="list-style-type: none"> Maintaining an up to date record of who is responsible for delivering each aspect of the MTFP 	LW/KK	<ul style="list-style-type: none"> To ensure there is suitable ownership across the Council 	<ul style="list-style-type: none"> To maintain an up to date and comprehensive central record of delegations and responsibilities To notify CLT of any gaps or inconsistencies in the Budget Accountability Statements signed by service directors and budget holders 	<ul style="list-style-type: none"> Scheme of delegation Exception reports on BAS omissions/inconsistencies 	November 2018
	<ul style="list-style-type: none"> Regular progress tracking 	KK/LW	<ul style="list-style-type: none"> To identify issues sufficiently early to enable corrective action 	<ul style="list-style-type: none"> To task finance business partners with regular reviews to examine progress To notify CLT of any budget holders that were late in returning monthly progress reports To develop reporting arrangements to notify CLT of any good practices/initiatives by budget holders that might be promulgated across the Council 	<ul style="list-style-type: none"> Reports to CLT on issues arising and good practices 	Ongoing

Surrey Finance Improvement Plan: Finance Roles and responsibilities

Work Package	Task	Responsible Owner	Purpose	Actions	Deliverable	Deadlines/Progress
	<ul style="list-style-type: none"> Supporting budget holders to meet their responsibilities 	KK	<ul style="list-style-type: none"> To provide timely guidance to budget holders 	<ul style="list-style-type: none"> To provide timely advice to budget holders on any issues/concerns raised To facilitate the sharing of good practices/feedback at service directorate team meetings 	<ul style="list-style-type: none"> Monthly briefing notes 	Ongoing

Working draft