

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

The Finance service is operating within budget and should end the year with a small under-spend. All planned savings have been delivered. Vacancies in procurement and Internal Audit contribute mostly to this position. Recruitment is underway in Internal Audit and will start in November for Procurement. Performance is mostly 'holding up' and where not on target; most 'ambers' are virtually on target.

1. Performance on collection of CTax and NNNDR are within 0.5% of being 'on target'. The team continue to focus on collecting arrears to meet the target and a dedicated small section within the overall team now purely focus on this which we are seeing benefits from. The 'budget position' of CTax collected is forecasted to be better than budget, which is due to a combination of arrears being collected; an increase in the overall tax base; and lower statutory discounts being awarded on bills.
2. Invoice payment is behind target but by 0.3% only. The team continue to push hard on this target and work with those departments and areas, which can cause delays by not adhering to the Council processes, which can delay payment. This is on-going.
3. Vacancies in procurement have led to slower progress on rolling out 'lodge cards' to regular suppliers than planned. This target will be reviewed when a new permanent Procurement Manager is in place and we can bring more focus to this area.
4. The audit plan is being completed per target and even though there is a vacancy in the team, less investigations means time is going into the core-planned work.
5. The area of concern is the RTW performance. We have some concerns over the data accuracy here and this has been reviewed with HR team, though not resolved. There have been instances however, of RTW not being done within time. This function should, in vast majority of cases, not be an issue for the Finance function. All managers / team leaders have been reminded about the importance of doing the RTW in a timely fashion.

## Finance Mid-Year Review 2018/19

Some notable developments achieved last 6 months include:

- Producing the Councils Annual Accounts well within deadlines, from an inexperienced team
- Nearing completion of the draft 'ethical procurement' policy for the Council. This will be finalised over the next Month or so now
- The Internal Audit service being externally assessed and judged as 'compliant' with public sector audit standards.
- Establishing a small, dedicated arrears team within the revenues team with a clear focus on collecting problem arrears – which has had some notable successes already.

Progress on objectives are mainly on track. One area of delay and frustration is the self-service capability within C Tax / NNDR and this will now be resolved through the development of the Councils new CRM system. We can expect good progress in first half of 2019/20. Vacancies in procurement has also meant some delay in our focus on rolling out the Councils purchasing card programme but with recruitment and a focus thereafter, this should catch up. All other objectives mainly where I would expect them to be at this time.

## 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>Modernised Council</b>		
<b>MYR (Q2) Action Status</b>	<b>0 / 5 - Complete</b>	<b>4 / 5 – in Progress</b>	<b>1 / 5 – To be commenced</b>
Action	Status (Complete / In Progress / On Hold)	<b>End of Quarter 2 Update</b>	
Undertake audit work in line with the agreed Internal Audit Plan	<b>In Progress</b>	<p>Most of the work undertaken by the IA team is to ensure compliance with Council policy and procedure, which in the longer term should prevent or at least minimise fraud, corruption, wastage, extravagance, misuse of public money.</p> <p>IA work is progressing well against the agreed IA annual plan. 36% of the plan has been achieved against a target of 30% at the end of Qtr 2.</p> <p>The IA team are working with Heads of Service and their management teams to ensure they are given the appropriate level of assurance based on a risk based audit plan.</p>	
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>	<p>Audit opinion work is progressing in line with expectations.</p> <p>15 audit opinion related jobs have been completed to at least draft report stage by the end of Quarter 2:</p> <ul style="list-style-type: none"> <li>2 x Good</li> <li>9 x Reasonable</li> <li>4 x Unsatisfactory</li> </ul> <p>4 x unqualified grants have been signed off</p> <p>Annual Governance Statement signed off and incorporated with the 17/18 Financial Statements</p>	
Review and report on how many of the agreed management actions have been implemented within service areas to improve service delivery, controls and governance	<b>To Be Commenced</b>	Not yet reviewed as this is an annual process.	

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>	External Assessment report taken to Audit Committee in September 2018. The Chief Internal Auditor and Audit Managers are working their way through the action plan and will report an updated position to Audit Committee in 6 months.
Update and implement a new reporting structure for audit findings to differentiate between control, effectiveness, efficiency and other issues	<b>In Progress</b>	Audit reports have been updated to include identified potential efficiency savings where appropriate. Heads of Service and SLT have been informed of this update.

<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</b>		
<b>MYR (Q2) Action Status</b>	<b>1 / 5 - Complete</b>	<b>1 / 5 – in Progress</b>	<b>3 / 5 – To be commenced</b>
<b>Action</b>	<b>Status (Complete / In Progress / On Hold)</b>	<b>End of Quarter 2 Update</b>	
Co-ordination and submission of data for the National Fraud Initiative (NFI)	<b>In Progress</b>	Preparations have been made in conjunction with service area data providers to ensure everything is ready for the data upload early in Quarter 3.	
Co-ordination of the review of returned data matches from NFI	<b>To be Commenced</b>	Not yet started – data due to be returned from NFI in Feb 2019	
Respond and then investigate allegations of fraud / corruption	<b>To be Commenced</b>	Not yet started – data due to be returned from NFI in Feb 2019	
Raise awareness of the Council's Anti-fraud, Bribery & Corruption Policy	<b>To be Commenced</b>	Although this was taken through Audit Committee still need to raise awareness across the Council.	
Continue to roll out the financial training package for school based staff with Accountancy	<b>Complete</b>	<p>A planned programme of 5 events was arranged for headteachers, deputy headteachers, school bursars and school support officers. Internal Audit and Accountancy worked together to deliver this programme. The final 3 events have been held during 18/19 and have received positive feedback from delegates.</p> <p>Further discussions will be held at Head of Service level to establish if further training will be required.</p>	

<b>Objective 3</b>	<b>The Income Collection Section will increase the options available for customers to transact digitally.</b>		
<b>Description</b>	<p>To provide the means for customers to carry out routine transactions digitally.</p> <p>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.</p>		
<b>Corporate Plan Objective</b>	<b>Modernised Council</b>		
<b>MYR (Q2) Action Status</b>	<b>0 / 2 - Complete</b>	<b>2 / 2 – in Progress</b>	<b>0 / 2 – To be commenced</b>
<b>Action</b>	<b>Status (Complete / In Progress / On Hold)</b>	<b>End of Quarter 2 Update</b>	
Upgrade the core ICT systems and CRM to enable customers to be able to view account transactions and carry out routine actions digitally.	<b>In Progress</b>	<p>The project forms part of the larger CRM project and is due to start once phase 1 and 2 are completed. This is expected to be around the autumn 2019.</p>	
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.	<b>In Progress</b>	<p>The CRM project is on schedule and phase 1 will be delivered in November 2018 as planned. Delivery of phase 3 which includes the digital revenue transactions is dependant on phase 2 being completed on time.</p> <p>Initial information gathering has been undertaken with the council tax software supplier to establish the options available.</p>	
The Revenues team will work with colleagues to ensure this is appropriately linked to Council Tax (C Tax) / National Non-Domestic Rates (NNDR) system to enable self-service	<b>In Progress</b>		
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.	<b>In Progress</b>		
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.	<b>In Progress</b>		

<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>MYR (Q2) Action Status</b>	<b>1 / 3 - Complete</b>	<b>2 / 3 – in Progress</b>	<b>0 / 3 – To be commenced</b>
<b>Action</b>	<b>Status (Complete / In Progress / On Hold)</b>	<b>End of Quarter 2 Update</b>	
Establish a dedicated team to focus on collection and recovery of debt.	<b>Complete</b>	Team is now in place as a dedicated debt recovery team within the Income Collection Team.	
Establish a casework review and performance protocol to maximise effectiveness and performance of recovery team.	<b>In Progress</b>	<p>Procedures for reviewing cases has been established.</p> <p>Staff have been assigned roles and responsibilities, targets set and processes put in place to monitor the effectiveness of the team.</p>	
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>	The Income collection Manager has been working with Welsh Government on an all-Wales protocol for recovering council tax debts. This has been drafted and is awaiting sign off by Welsh Revenues and Benefits Group. Once sign off is approved this will form the basis for the Council's own protocol which will be published on the council web site.	

<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>MYR (Q2) Action Status</b>	<b>0 / 4 - Complete</b>	<b>0 / 4 – in Progress</b>	<b>4 / 4 – To be commenced</b>
<b>Action</b>	<b>Status (Complete / In Progress / On Hold)</b>	<b>End of Quarter 2 Update</b>	
Carry out a review of current C Tax / NNDR systems across the SRS partners.	<b>To be commenced</b>	No action to date. This is a long-term objective and could also be part of a wider ERP system development that brings many functions under one system.	

Explore and report on the options for collaboration with a common ICT system.		
Be an integral part of supporting the development and challenge of business cases for collaborative / shared services approach.	<b>To be commenced</b>	No action to date.
Be pro-active in engaging with regional and sub-regional groups on future potential collaboration arrangements.	<b>To be commenced</b>	No action to date.
Collaborate on key areas of procurement activities, to include: <ul style="list-style-type: none"> <li>• Common systems / processes and thresholds on activity.</li> <li>• Shared procurement activities, leveraging in bigger spend / contracts and achieve savings.</li> </ul>	<b>To be commenced</b>	No action to date

<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>Modernised Council</b>		
<b>MYR (Q2) Action Status</b>	<b>2 / 6 - Complete</b>	<b>4 / 6 – in Progress</b>	<b>0 / 6 – To be commenced</b>
<b>Action</b>	<b>Status (Complete / In Progress / On Hold)</b>	<b>End of Quarter 2 Update</b>	
Early analysis of pressures, inflation and savings over the medium term for Corporate Management Team (CMT) review – June 2018.	<b>Complete</b>	A review of pressures and inflation was undertaken in May for reporting to CMT in June. This was included in the MTFP.  The MTFP is dynamic; therefore there are ongoing reviews to update the assumptions for the future.	
The Corporate Plan 20 commitments by 2022 will also need to be linked to the MTFP to understand the resources required to achieve these commitments.		MTFP will be reported to Cabinet Dec 2018. As a result of this work, a new action has been raised.	
Robust financial analysis and figures within business plans	<b>In Progress</b>	There will be many business plans which finance will need to support. Recent analysis includes the neighbourhood hubs and Civil Parking Enforcement business plans	

which support longer term strategic changes across services to meet Corporate Plan priorities.		
Delivery of service specific savings or those it is taking a lead on.	Complete	Savings delivered in full for 19/20
Change/Efficiency programme projects are well supported with sound financial advice as needed.	In Progress	New boards have been set up which these projects are reported to. Finance are supporting these boards to give the financial advice as required
Strong Balance Sheet which has focussed resources to support delivery of key priorities and manage risks including the review of financial resilience.		We regularly monitor the balance sheet and the financial resilience of the organisation. A financial resilience update will be included in the budget report to Cabinet in November.
Use of the 'invest to save' to support the delivery of the change/efficiency programme.	In Progress	Currently budget proposals are being prepared, which will include the anticipated use of invest to save to deliver the proposals.  Additions to the capital programme to date have followed the agreed framework.
Use the agreed capital programme framework, to maximise the capital resources available while minimising the impact on the MTFP.		
New Action		This will give an updated medium term view of the budget challenge the authority faces.
Update the MTFP to reflect the updated pressures, savings and funding assumptions for report to Cabinet.	In Progress	

Objective 7	<b>To achieve earlier closedown and as minimum, meet statutory deadlines and requirements.</b>		
Description	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:  <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>		
Corporate Plan Objective			
MYR (Q2) Action Status	0 / 2 - Complete	2 / 2 – in Progress	0 / 2 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
Ongoing challenge of existing processes and timetables.	In Progress	For the accounts ending 31 <sup>st</sup> March 2018, we completed draft accounts by early June (within new timescales proposed for 2019) and brought forward substantially the final accounts.	

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.		We have already undertaken a lessons learned review of these and are updating timetable for the new timescales.
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.	In Progress	A lessons learned review has been undertaken with WAO and agreement of which areas can be completed early has been agreed

<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>			
<b>MYR (Q2) Action Status</b>	<b>1 / 5 - Complete</b>	<b>4 / 5 – in Progress</b>	<b>0 / 5 – To be commenced</b>
<b>Action</b>	<b>Status (Complete / In Progress / On Hold)</b>	<b>End of Quarter 2 Update</b>	
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.	In Progress	A session is being put on in the autumn which is fully booked up. Training course now part of the Corporate Training Offer	
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.  We will monitor the performance	In Progress	The stats for the submission of forecasts using BMS has increased in the first half of the year. Capital monitoring is now also being used to a greater extent on BMS.  Improvements to the system are currently on hold due to the capacity to deliver the changes at especially busy times of the year i.e. closing and budgets.	

in both submission stats and how good the forecasts were against outturn to assess whether the training is having the desired outcome.		
Ensure robust implementation of the operating model re; risk based budgets, in particular ensure robust forecasting methodology in those areas.	In Progress	Risk Based areas are now reported on the new monitoring dashboard monthly to Heads of Service and SLT. These are reviewed on a regular basis and have picked up substantial findings which have been used to inform MTFP and decision making
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 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.	In Progress	The centralisation of accountancy assistants took place in June 2018. New standardised processes are being produced and implemented which will support the operating model
Internal Audit and Accountancy to work jointly in providing training to Head Teachers and School Support Officers, in financial management and financial governance.	Complete	A planned programme of 5 events was arranged for headteachers, deputy headteachers, school bursars and school support officers. IA and Accountancy worked together to deliver this programme. The final 3 events have been held during 18/19 and have received positive feedback from delegates. Further discussions at Head of Service level will be held to establish if further training will be required.

Objective 9	Review, develop and implement a revised operating model for strategic procurement.		
Description	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.		
Corporate Plan Objective			
MYR (Q2) Action Status	1 / 2 - Complete	0 / 2 – in Progress	1 / 2 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	

<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>	<p><b>To be commenced</b></p>	<p>Whilst the position of Procurement &amp; Payments Manager is being partially covered by an Interim Officer, there have been a number of discussions around the required changes.</p> <p>However, implementation on hold until permanent appointment made late Autumn 2018.</p>
<p>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.</p>	<p><b>Complete</b></p>	<p>The National Procurement Service have confirmed verbally that an interim e-tendering solution, which provides cover until March 2020 when the current WG commitment to fund eProcurement tools ends should be agreed over the coming weeks. A decision will be made in the New Year as to WG funding, post March 2020, and this will be reported in due course</p>

Objective 10	<b>Implementation and compliance with new legislation and Welsh Government best practice initiatives.</b>		
Description	<p>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).</p>		
Corporate Plan Objective	<p><b>Modernised Council</b></p>		
MYR (Q2) Action Status	0 / 2 - Complete	2 / 2 – in Progress	0 / 2 – To be commenced
Action	Status (Complete / In Progress / On Hold)	End of Quarter 2 Update	
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	<p><b>In Progress</b></p>	<p>Draft Action Plan in development, meeting held with WG Lead, Cabinet Member and other key officers on the 10<sup>th</sup> October 2018 to review NCC sign up to the Code. Further officer meetings to take place during Oct/Nov 2018 to finalise Action Plan in readiness for Cabinet approval for sign up.</p>	

Code of practice" commitments. 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>	Changes to Data Protection Legislation, known as GDPR have been updated within Procurement tender documentation, and communication to all Heads of Service and key Service Managers detailing the requirements for amending existing contracts, along with template documentation has been issued.  Welsh Language Act – there is a requirement under the act to allow tenderers the opportunity on sub OJEU tenders to request and submit documentation in Welsh. Work on this is in progress, and is around a) offering this during the tender process, and b) being able to have documentation translated. The Council now have access to the Bilingual Cardiff Translation Portal in order to documentation translated when requested.
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<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>MYR (Q2) Action Status</b>		<b>0 / 1 - Complete</b>	<b>1 / 1 – in Progress</b>	<b>0 / 1 – To be commenced</b>
<b>Action</b>		<b>Status (Complete / In Progress / On Hold)</b>	<b>End of Quarter 2 Update</b>	
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>	<p>The development of the pCard programme is ongoing and usage through this mechanism is increasing, with new users coming online every month, and increased transactions through the programme. The aim, whilst managing risk, is to continually look at suitable suppliers to switch from a standard invoice and BACS payment system, over to one of a number of card payment options within the programme. This will continue to be an objective and an action going forward.</p> <p>E-invoicing relies heavily on the current WG sponsored xchangewales programme in order to provide an effective, non-budgeted solution. Funding for this solution runs until March 2020, where indications are currently the funding will cease. Decisions will then have to be made on whether true e-invoicing can continue, and the cost implications for the Council.</p>	

<b>Finance Performance Measures Analysis</b>						
<b>PI Result vs PI Target Definition</b>	<b>On Target</b>			<b>Short of Target (15% Tolerance)</b>	<b>Off Target (Over 15%Tolerance)</b>	
<b>Performance Direction Definition</b> (Based upon the performance from the previous reporting period)	 <b>Performance has Improved</b>			 <b>Performance has Declined</b>	 <b>Performance is the same</b>	
<b>Performance Measure (National / Local / Management Information)</b>	<b>Link To Service Plan Objective(s)</b>	<b>Q2 Result</b>	<b>2018/19 Target</b>	<b>Performance Direction</b>	<b>2017/18 Q2 Position</b>	<b>Service Area Comment (For Performance Indicators not meeting their targets)</b>
Local – Payment of invoices within timescales Monthly submission	Objective 11	89.7%	90%	 <b>89.7%</b>	 <b>89.3%</b>	
Local – Council Tax collection %	Not Applicable	53.69%	Q2 Target	 <b>44.69%</b>	 <b>53.93%</b>	

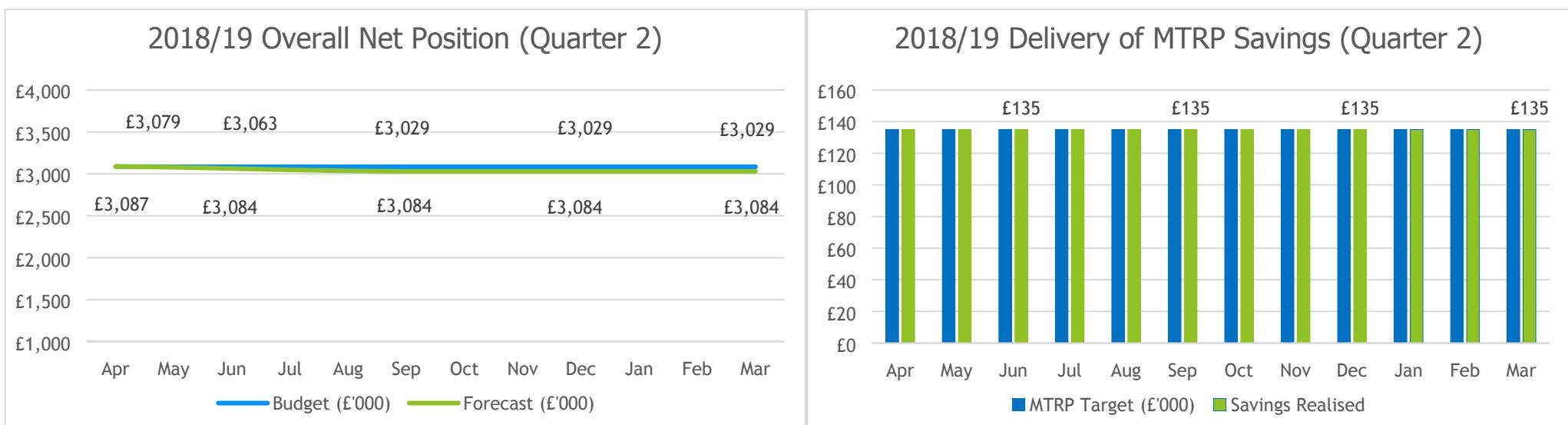
Monthly submission			<b>53.90%</b> 18/19 Target (96.6%)			
<b>Local</b> – Non Domestic Rates Collected %	Not Applicable	<b>58.25%</b>	<b>Q2 Target 58.40%</b> 18/19 Target (97%)	<b>49.77%</b>	<b>58.42%</b>	
Monthly submission						
<b>Local</b> - % of Internal Audit plan completed	Not Applicable	<b>36%</b>	<b>Q2 Target 30%</b> 18/19 Target (82%)	<b>20%</b>	<b>35%</b>	
Quarterly submission						
<b>Local</b> - % total Council Tax collected as a % of annual budgeted amount	Not Applicable	<b>55.41%</b>	<b>Q2 Target 55%</b> 18/19 Target (100%)	<b>46%</b>	<b>58.11%</b>	
Monthly submission						
<b>Management Information</b> – RTW within 7 calendar days %	Not Applicable	<b>88%</b>	90%	<b>68.42%</b>	<b>86.36%</b>	We have some concerns over the data accuracy here and this has been reviewed with HR team, though not resolved. There have been instances however, of RTW not being done within time. This function should, in vast majority of cases, not be an issue for the Finance function. All managers / team leaders have been reminded about the importance of doing the RTW in a timely fashion.
Monthly submission						
<b>Management Information</b> – Service area employee sickness (days)	Not Applicable	<b>2.46 days</b>	<b>Q2 Target 3.48 days</b> 18/19 target 7 days	<b>1.95 days</b>	<b>2.32 days</b>	
Monthly submission						
<b>Management Information</b> – Service area Long Term sickness (days)	Not Applicable	<b>1.61 days</b>	<b>Q2 Target 1.64 days</b> 18/19 target 3.30 days	<b>1.37 days</b>	<b>1.30 days</b>	
Monthly submission						
<b>Management Information</b> – Service area short term employee sickness (days)	Not Applicable	<b>0.86 days</b>	<b>Q2 Target 1.84 days</b> 18/19 Target 3.70 days	<b>0.57 days</b>	<b>1.02 days</b>	
Monthly submission						

# Service Area Finance Analysis

Underspend due to a small number of vacancies mainly; in accountancy, procurement and internal audit. There is agency cover in accountancy as resources levels too light to accommodate this for any length of time and there are interim arrangements in other areas although they are having impact e.g. delivery of audit plan and roll-out of purchasing card scheme and catalogues in e-procurement.

Advert out for audit vacancies for second time, the first one did not bring forward any applications. Recruitment on procurement manager role will take place Nov/Dec and this will enable interim arrangements to be finished and recruitment to take place.

Budget on target / underspent and performance is under pressure but being maintained more or less.



Summary Revenue Budget Position (Q2 – 2018/19)	
Service Area	Deficit / (Underspend)
Accountancy	(2)
Internal Audit	(5)
Purchase to Pay	(1)
Strategic Procurement	(51)
Council Tax & NNDR	26
Debtors	(22)

## Finance Resource Analysis

Employee Headcount



Gender

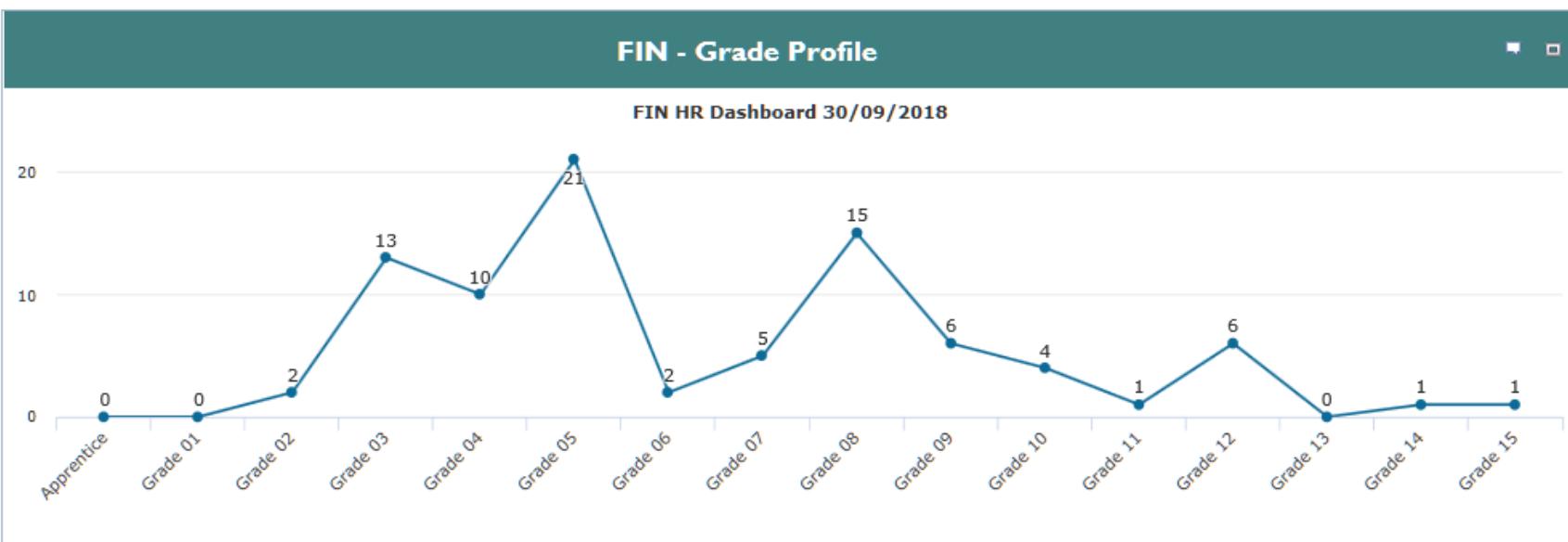
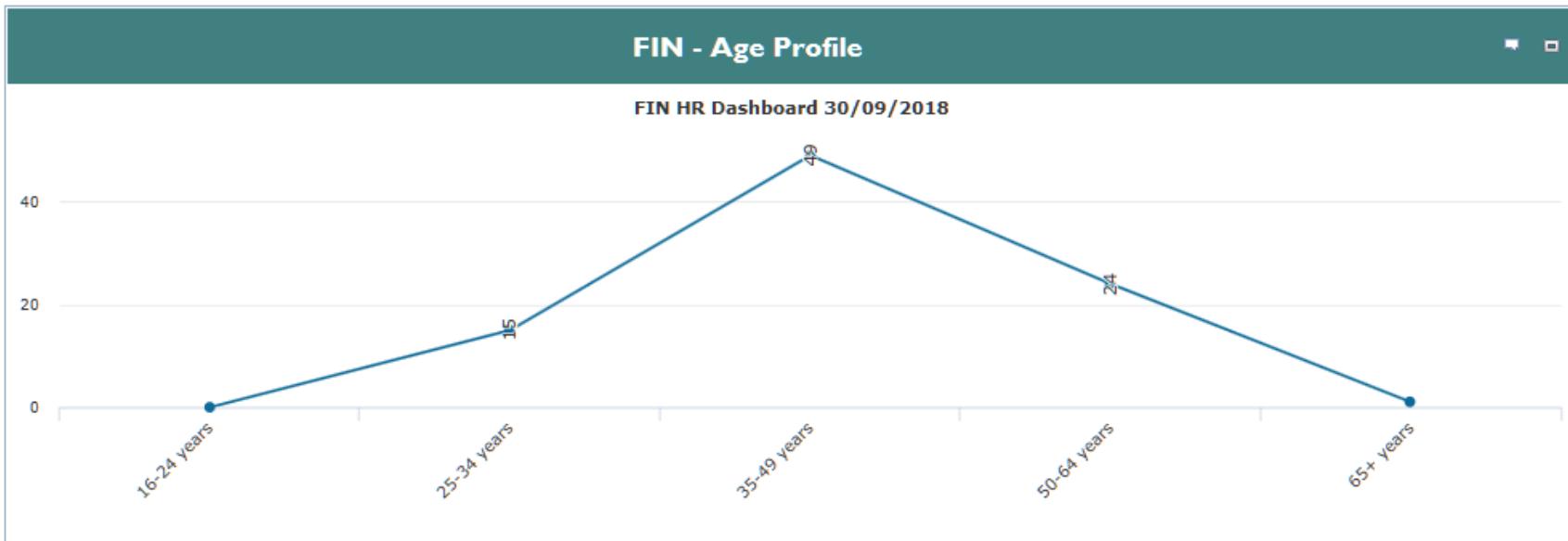


Starters



Leavers





Data for Current Employee Headcount, Gender, Age Profile and Grade Profile are a snap shot as at 30<sup>th</sup> September 2018.

Data for Starters and Leavers is the cumulative total for April - September 2018.