

Finance and Investment Advisory Committee

Responsibilities and Challenges

June 2019

Financial Services

Chief Officer: Adrian Rowbotham

Finance (Alan Mitchell)



Areas of Responsibility

- Accountancy
- Financial Strategy
- Treasury management
- Exchequer

Issues and Future Challenges

- Balancing the 10-year budget
- Remaining financially self-sufficient
- Funding major schemes
- Closure of annual accounts
- Turnover £186m
- Being a 'Seriously Different Council' requires financial innovation

Internal Audit (Russell Heppleston)



Areas of Responsibility

- Internal Audit (Audit Committee)
- Governance Assurance
- Strategic Risk

Issues and Future Challenges

- Internal Audit adding more value - restructure of service
- Changing risks

Shared service with Dartford BC

Revenues and Benefits



Council Tax (Tim Dennington) - Areas of Responsibility

- Council Tax
- Recovery

Business Rates (Sue Cressall) - Areas of Responsibility

- Business Rates
- Visiting Officers

Issues and Future Challenges

- Collecting £300m (SDC: CT £95m, BR £37m)
- Customer service
- Govt changing Business Rates reliefs

Shared service with Dartford BC

Revenues and Benefits



Benefits (Heather Gaynor) - Areas of Responsibility

- Housing Benefit
- Council Tax Reduction Scheme

Issues and Future Challenges

- HB subsidy £51m (SDC £26m)
- Welfare Reform changes including Universal Credit
- Setting a fair Local Council Tax Reduction Scheme
- Customer Service

Shared service with Dartford BC

Revenues and Benefits



Fraud (Glen Moore) - Areas of Responsibility

- Prevention
- Detection
- Investigation

Control Team (Sarah Page) - Areas of Responsibility

- IT systems
- Government information

Issues and Future Challenges

- Working with other bodies
- Government changing requirements

Shared service with Dartford BC

Property Investment Strategy (Andrew Stirling)



Areas of Responsibility

- Procuring property in line with Member set criteria

Issues and Future Challenges

- Assumptions included in 10-year budget
- Sourcing opportunities
- Changing property markets
- Most appropriate funding sources

Environmental & Operational Services

Chief Officer: Richard Wilson

Operational Assets (Alex Dawson)



Areas of Responsibility

- Asset Maintenance (Argyle Road, Countryside, other Corporate Properties, Direct Services, Hever Road, Leisure Buildings, Playgrounds, Sewage Treatment Plants, Public Conveniences, Bus Station, Estate Management - Buildings, Housing Premises).

Issues and Future Challenges

- Using the enhanced asset maintenance budget to deliver the planned proactive maintenance challenges identified in last year's surveys of all Council buildings with maintenance liability
- To keep the White Oak Leisure Centre functioning safely until its planned redevelopment

Business Continuity (Alex Dawson)



Areas of Responsibility

- The Capability of the organisation to continue the delivery of products or services at acceptable pre defined levels following a disruptive incident resulting in denial of staff, buildings, transport, utilities or a critical supply chain. Closely linked to Emergency Planning.

Procurement Strategy

Areas of Responsibility

- Through the Corporate Procurement Group to embed sound procurement practice across the Council Services.

Issues and Future Challenges

- Business Continuity issues re: a ‘No deal’ Brexit with anticipated transport issues (Operation Fennel)
- Further embedding of good procurement practice across the Authority via the Officer Procurement Working Group and the annual review of the Procurement Strategy.

Corporate Services

Chief Officer: Jim Carrington-West

Legal Services (Martin Goodman)



Areas of Responsibility

- Legal
- Corporate Governance
- Data Protection

Issues and Future Challenges

- Maintaining LEXCEL accreditation
- Defending Council decisions before Courts and Tribunals and responding to issues raised under the Data Protection Act 2018
- Supporting vital Council Services such as Planning Enforcement, Licensing and decision-making committees
- Providing Legal Services such as conveyancing and overseeing the procurement process