

Finance & Asset Management Service Business Plan 2017-18

1. Service purpose and objectives

Financial Services

Financial Services supports the council in delivery of its statutory financial reporting and budget setting. The service provides advice to the council and its officers supports the corporate projects of the council and delivers a wide range of financial services including payroll and treasury management.

Asset Management

Asset Management is responsible for maintaining and improving the asset portfolio of the council as well as the direct delivery of services such as cemeteries and car parking enforcement. The service is also responsible for the client monitoring of the leisure centre contract. To do this we aim to provide a quality service which meets the needs of our customers, satisfies statutory requirements and is value for money.

2. Progress against actions, projects, tasks or targets 2016-17

Non Council Plan actions only, see Performance Tracker for progress against 2016-17 Council Plan actions.

Action	Progress made	Date to be achieved	Complete ✓ or ✗
Finance			
Successful implementation of Construction Industry Scheme	Scheme introduced and working well. One year review to take place shortly.	April 2016	✓
Production of statement of accounts including incorporation of new accounting requirements	Completed with unqualified audit opinion issued once again.	September 2016	✓
Develop new timetable for quicker closure of accounts in 2017 in line with government requirements	Timetable drafted with Audit Committee sign off now scheduled for mid July rather than end of September	January 2017	✓
Production of medium term financial projection and balanced budget for 2017/18	MTFS approved in Dec 2016 and budget approved in February 2017	February 2017	✓
Financial systems improvements	Purchase order module being installed with rollout timetabled throughout 2017	March 2017	✗
Develop proposals for service sustainability and development	Service restructured to allow for trainee accountant role to provide sustainability	December 2016	✓
Procurement of cash collection agents. (brought forward from 2015-16)	Completed	October 2016	✓

Finance & Asset Management Service Business Plan 2017-18

Asset Management			
Develop a long-term asset maintenance programme (brought forward from 2015-16)	On hold pending approval of Public Service Centre (PSC) refurbishment proposals	September 2016	✘
Demolish the Cascades structure	Completed	June 2016	✓
Options appraisal and procurement of car parking enforcement contract	Completed – extension of out sourced arrangements	November 2016	✓
Options appraisal for continued cemetery service delivery in Tewkesbury	Completed – presentation of options to Executive Committee in August 2016.	September 2016	✓
Develop on-line help desk facility for facilities management	Completed and rolled out to staff	March 2017	✓
Develop proposals to ensure service sustainability and development	Service restructured to allow additional Estates Officer role to meet needs	December 2016	✓
Explore extended use of asset inspection system including commercial potential	System now utilised for tree inspections	September 2016	✓
Review the Procurement Strategy.	New strategy approved by Executive Committee in October 2016	October 2016	✓
Delivery of the Riverside Walk and Signage project.	Walk completed in May 2016 with signage installed in March 2017	September 2016	✓

3. Work programme 2017-18

Non Council Plan actions only for 2017-18.

Action	What difference will it make?	Date to be achieved
Finance		
Financial systems improvements (brought forward from 2016-17)	Consistent approach to purchase ordering utilising saving time and money. More accurate financial information recorded in cost centres	November 2017
Financial systems improvements - replacement of income management systems	Improved and additional payment channels for customers with an easier to manage back office function	December 2017

Finance & Asset Management Service Business Plan 2017-18

Appointment of new external auditors	Procure and appoint new external auditors for main accounts work and grants certification from 2018/19	January 2018
Production of statement of accounts in line with new quicker closedown requirements	Completed with unqualified audit opinion issued once again.	July 2017
Establishment of Counter Fraud Unit	Increased resource and skill base to tackle fraud on a corporate basis, update policies and provide training	June 2017
Ensure effective management of off payroll working arrangements	Ensure corporate wide compliance with IR35 requirements therefore minimising financial impact on the Council	March 2018
Fees and charges	Approval of fees and charges strategy and compliance with parameters through budget setting process resulting in additional income	February 2018
Review the organisational responsibilities for employee business travel	Produce a policy and framework to ensure vehicles and employees meet basic requirements prior to engaging in travel	July 2017
Support Management Team in the production of an agreed and effective deficit reduction programme	Help identify and prioritize a range of ideas to reduce expenditure and increase income to be included in 2018/19 budget	July 2017
Asset Management		
Progress transfer of land to Tewkesbury Nature Reserve	Support transfer of land from Bovis direct to TNR and review potential for transfer of TBC owned land in order to complete TNR's aspirations	December 2017
Develop a long-term asset maintenance programme (brought forward from 2016-17)	Provide a planned and resourced approach to the maintenance of the Council's major assets	January 2018
Renew expiring leases for existing PSC tenants	New long term leases and rent reviews agreed and in place in order to provide security to aspirations for PSC	June 2017
Retained garages sites	To develop a plan for the future of the sites either in partnership with SVHS or by selling for market development	June 2017
MAFF site	To dispose of the site on the open market for a capital receipt to reduce the Council's borrowing requirements	September 2017
Refurbishment of Vineyards play area	Tender for works, consult with local community and install new equipment so as to replace old equipment at a prime play area	August 2017

Finance & Asset Management Service Business Plan 2017-18

Support 'One Public Estate' programme within Gloucestershire	Rationalise the use of building across the public estate to reduce the cost to the public purse	March 2018
Car Park signage	Improvements to external parking signage to ensure motorists are aware of all opportunities for parking	March 2018

4. Factors that may affect future service delivery

Factor

- Major projects within Council plan will reduce capacity available to meet service plan aspirations
- Ability to retain or recruit sufficiently qualified and experienced staff to meet council requirements
- Growing council requirements for service delivery, particularly in asset management, may not equate to resource levels available
- Insufficient planning and prioritisation of projects may lead to non-delivery
- Increasing asset portfolio following new developments placing strain on existing resources to maintain portfolio
- Reliance on third parties and partner organisations in delivering asset management aspirations
- Finance available to support asset management and maintenance requirements
- Government policy with regards to local government finance is uncertain
- Governments desire for a quicker production of the Statement of Accounts will require concentrated resources in April through to July which will impact on capacity to progress any other target
- Supporting the delivery of service projects for others will reduce the capacity within financial services to deliver its own projects