

# Resources and Assets

Service Delivery Plan 2023 – 2024

13

Agenda Item 17.

# Finance

Providing a strategic financial function and a core enabling role to inform, enable and support delivery; to provide financial, commercial and procurement systems, information and advice to enable, empower and support the workforce to deliver efficient and effective customer-focused services. Maximising income collection whilst effectively delivering financial welfare payments to residents.

14

## Political Drivers

Local Govt Finance Settlement  
Organisational Change and transformation  
Economy  
New Corporate Plan  
COV -19 recovery  
Local demand and environment



## Customer Experience:

Our colleagues  
Members  
Residents  
Businesses  
Partners

## Our Functions:

Finance Strategy  
Finance Operational  
Procurement  
Commercial  
Business Services  
Collections  
Welfare

## Outcomes

Strong Financial Management

Delivering value and efficiency through Commercial and procurement activity

Driving and delivering value for money and efficiency

Maximising income collection and supporting those in financial hardship

# Finance Service 2023/24

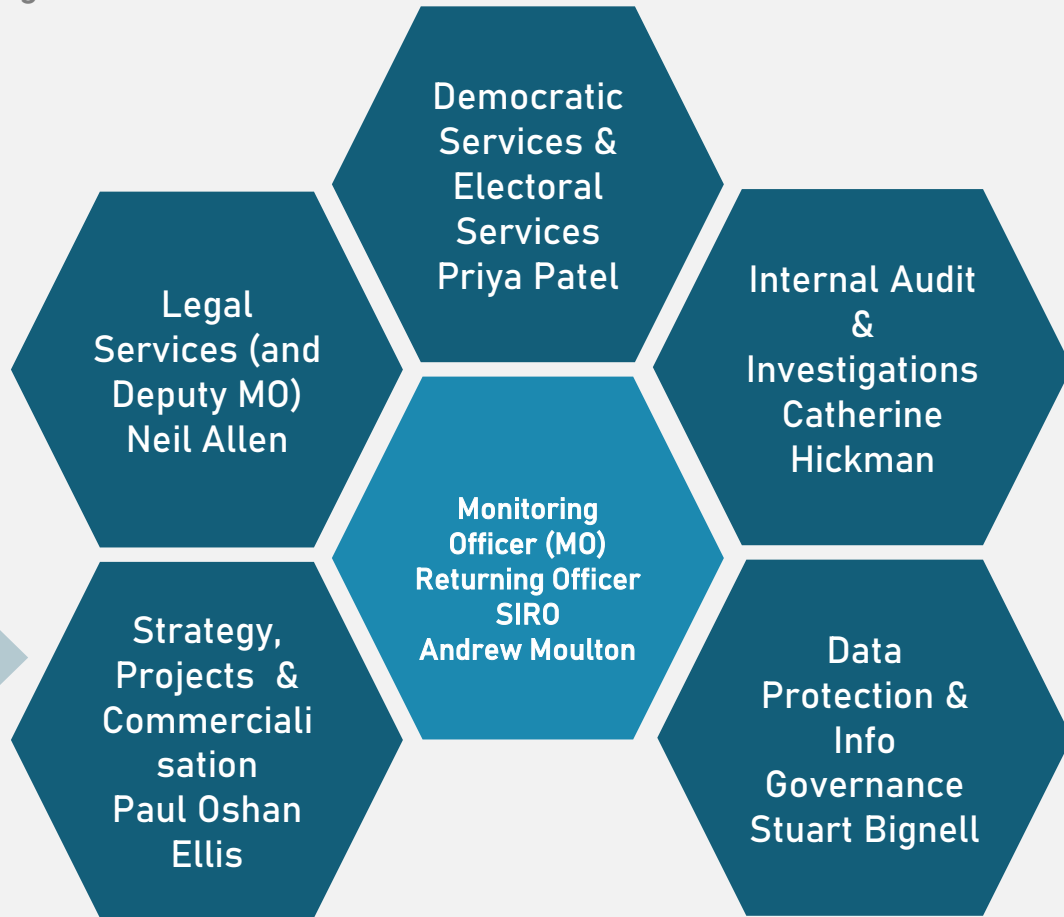
Objectives	Action	Timescale
Strengthen financial management, governance, skills and decision making	Develop and deliver organisational financial skills training program Embed Finance Customer Charter – roles and behaviours Develop improved operational and strategic financial reporting including benchmark and unit cost information Deliver 2024/25 MTFP (incl capital and treasury strategy) Sign-off of 2020/21 and (incl external audit process) 2021/22 accounts, and closure of 2022/23 accounts Improved capital bidding and monitoring process (incl Capital Gold control prog) Deliver treasury management improvement programme Review of finance regs/constitution Review and develop the approach to engagement and awareness of council budget process with residents	Sept 23 Sept 23 July 23 Feb 24 Various July 23 Aug 23 Oct 23 Nov 23
Strengthen procurement & commercial approach through enhanced support, governance and upskilling	Develop and deliver Procurement and Commercial OFP programme Develop and deliver a pipeline of commercial and procurement workstreams–driving financial value of approach Review current organisational contract monitoring resources and skills Develop and deliver organisational procurement and commercial training	Mar 24 Mar 24 Sept 23 Aug 23
Deliver a program of process improvements and efficiencies through business support	Delivery of programme of improvement and efficiency reviews within finance business support unit – meeting financial/budget targets	Mar 24
Maximise income collection whilst supporting those in financial hardship	To deliver automation, efficiency and channel shift opportunities across income and welfare Deliver specific debt recovery programs to strengthen bad debt provision Review of Council Tax Relief scheme (implementation for 2024/25) Business case development for internal bailiff service	Mar 24 Aug 23 Feb 24 Sept 23
Inform, identify and support VFM and efficiency opportunities across the Council to maintain financial stability	To support the development and delivery of efficiency and transformation options to support MTFP 24/25 – across org To develop unit cost and benchmarking information across org in order to assist future option identification Review of financial resilience – external benchmark including approaches to longer-term financial planning	Mar 24 Aug 23 Oct 23
Cross-cutting (finance) activity	BWO improvement programme Deliver 5% efficiency saving across Finance (whilst maintaining financial support/governance) 6 monthly internal customer satisfaction survey across finance functions	Mar 24 Mar 24 Mar 24

# Finance Service 2023/24

Objectives	Action	Timescale
Strengthen financial management, governance, skills and decision making	Deliver 2025/26 MTFP (incl capital and treasury strategy) Closure of 2023/24 accounts (additional targets pending progress on previous years accounts) Continued development of financial skills across organisation and embedding finance charter	Feb 25 June 2024 Mar 25
Strengthen procurement & commercial approach through enhanced support, governance and upskilling	Develop and deliver Procurement and Commercial OFP programme Develop and deliver a pipeline of commercial and procurement workstreams-driving financial value of approach	Mar 25 Mar 25
Deliver a program of process improvements and efficiencies through business support	Delivery of programme of improvement and efficiency reviews within finance business support unit – meeting financial/budget targets (within finance and maximising service impacts)	Mar 25
Maximise income collection whilst supporting those in financial hardship	To deliver automation, efficiency and channel shift opportunities across income and welfare Deliver specific debt recovery programs to strengthen bad debt provision Delivery of internal bailiff service (pending successful business case)	Mar 25 Aug 23 Sept 24
Inform, identify and support VFM and efficiency opportunities across the Council to maintain financial stability	To support the development and delivery of efficiency and transformation options to support MTFP 25/26 – across org To develop unit cost and benchmarking information across org in order to assist future option identification	Mar 25 Oct 24
Cross-cutting (Finance) activity	BWO improvement programme Deliver 5% efficiency saving across Finance (whilst maintaining financial support/governance) 6 monthly internal customer satisfaction survey across finance functions	Mar 25 Mar 25 Mar 25

# Governance Services 23/24

Custodian of the Council's constitutional, legal and governance arrangements..



## Our Projects (23/24):

- Borough elections May 2023
- Town & Parish elections May 2023
- Annual Governance Statement 22/23
- Member Induction & Development
- Neighbourhood Plan referenda – June 23
- Constitution Review – summer
- AGS and action plan 2022/23
- Data & Info Governance Strategy & implementation
- Counter fraud service development
- PSIAS assessment for Internal Audit
- Overview & Scrutiny improvement
- Polling Places review
- Annual electoral canvass – autumn

## Our Projects (24/25)

- All-out Borough election May 2024:
- Parliamentary elections (likely between May & Nov 24)
- Community Governance Review

## Outcomes for Council (Local Code of Corporate Governance)

Behaving with integrity, commitment to ethical values, and respecting the rule of law

Openness and comprehensive stakeholder engagement

Defined outcomes in terms of sustainable economic, social, and environmental benefits.

Determining the interventions necessary to optimise the achievement of the intended outcomes

Developing the Council's capacity, including the capability of its leadership and the individuals within it.

Managing risks and performance through robust internal control and strong public financial management.

Managing risks and Implementing good practices in transparency, reporting, and audit to deliver effective accountability

# Governance – Programme Plan

Objectives	Actions	Timescale
<p>To be a smarter and more efficient service by developing effective and accessible digital solutions; making it easier for our internal customers, residents and businesses to work and communicate with us.</p>	<ul style="list-style-type: none"> <li>• Complete support to the Boundary Commission’s Electoral Review for implementation in 2024.</li> <li>• Deliver two constituencies for next Parliamentary elections</li> <li>• Post Shute End delivery of public meetings</li> <li>• Community Governance review</li> </ul>	<p>By May 2024</p> <p>May – Nov 24 24/25? 24/25</p>
<p>→ To strive to be the best we can be as a service, an employer and as colleagues. To be innovative and ambitious, harnessing the skills and enthusiasm of all our colleagues to be recognised nationally and locally as an excellent service and a great place to work.</p>	<ul style="list-style-type: none"> <li>• Deliver May 2023 elections</li> <li>• Deliver Member induction and development as per LGA recommendation from peer review</li> <li>• Complete root &amp; branch review of Constitution</li> <li>• Prepare for all-out local elections in 2024</li> <li>• Deliver Audit and Investigation plans for the partner council and client councils.</li> <li>• Develop further business partnering/intelligent client approach for Legal Services</li> <li>• Embed and communicate Local Code of Corporate Governance.</li> <li>• Improved Exec Forward Planning and decision-making</li> </ul>	<p>May 2023</p> <p>May/June 2023</p> <p>Summer 2023</p> <p>Dec 2023</p> <p>Ongoing</p> <p>March 2024</p> <p>Ongoing</p> <p>Ongoing</p>

# “Opportunities” – 2023/24 and beyond

- Streamlining Governance through summer 2023 Constitution Review
- Fraud identification and recovery
- Revisiting “all-out” elections question
- Modernising internal audit (PSIAS review)

# “Challenges” - Budget Bids 2024/25 – Initial Proposals

## Democratic Services

- Upgrade/replace AV system for live streaming public meetings
- Additional work demands – new post for school appeals

## 20 Information Governance (in Legal Services)

- Compliance software for policies, asset registers etc
- Insurance cover for Cyber risk

Internal Audit - Use of data analytics



# Top Risks – Governance Services

Information Governance – data protection breach, non-compliance

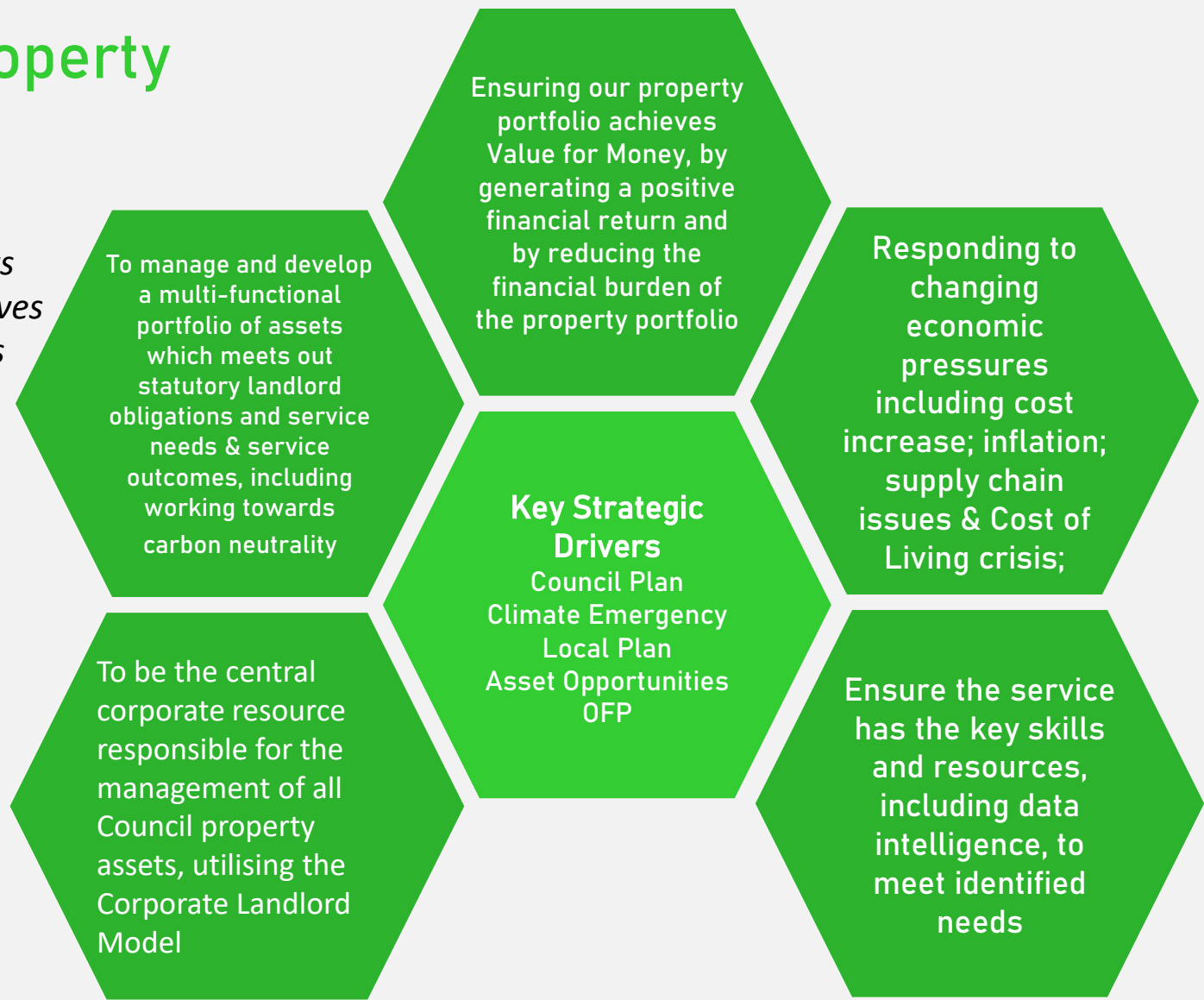
Capacity (particularly at key times such as lead-in to elections)

Member/Officer relationships leading to complaints (formal and informal) and reputational damage

# Commercial Property

*To professionally manage the Council's property assets, ensuring we have a fit-for-purpose portfolio which meets the Council's strategic objectives and service & customer needs and delivers Value for Money*

Political Balance  
Changing service need  
Changing Economy – cost increase; inflation; supply chain



**Our Functions:**  
Investment  
Estates  
Development  
Operational Property, including  
Facilities Management

**Customer Experience:**  
Our colleagues  
Members  
Residents  
Businesses  
Partners

## Outcomes

To ensure long term income for the council

A sufficient fit for purpose estate working towards carbon neutrality

Delivery of service development schemes to specification, on time and on budget

# Commercial Property

Objectives	Action	Timescale
<p>To be the central corporate resource responsible for the management of all Council property assets, utilising the Corporate Landlord Model</p>	<ul style="list-style-type: none"> <li>• Undertake Corporate Landlord Model self-assessment and develop action plan to embed Corporate Landlord Model into service practices</li> <li>• Develop and deliver Asset Management plan and service Asset management plan</li> <li>• Play an active role in Strategic Growth &amp; Assets process to understand Service needs and delivering to requirements utilising WBC assets</li> </ul>	<p>Mid-2023</p> <p>Mid-2023</p> <p>On-going</p>
<p>To manage and develop a multi-functional portfolio of assets which meets out statutory landlord obligations and service needs &amp; service outcomes, including working towards carbon neutrality</p>	<ul style="list-style-type: none"> <li>• Play an active role in Strategic Growth &amp; Assets process to understand Service needs and delivering to requirements utilising WBC assets</li> <li>• Lead on delivery of the Assets Opportunities OFP to rationalise property portfolio</li> <li>• Develop and implement policy relating to use of assets by VCS</li> <li>• Major projects:               <ul style="list-style-type: none"> <li>• Carnival II, Wokingham</li> <li>• Barkham Farm Solar Farm (+ solar farms 2 &amp; 3)</li> <li>• Gorse Ride II</li> <li>• Twyford Library</li> <li>• School extensions</li> <li>• SEND school provision</li> <li>• Future HQ provision</li> </ul> </li> <li>• Green energy generation projects ongoing £18m over 3 years in MTFP – projects to achieve 7-year payback or 14%ROI as minimum and to achieve 100% renewable energy consumption across the councils' estate in 5 years</li> <li>• Energy Reduction projects – aim to reduce energy consumption year on year by 5%</li> <li>• Support services energy reduction schemes</li> </ul>	<p>Ongoing</p> <p>2023-24</p> <p>Mid-2023</p> <p>2023-2026</p> <p>2023-24</p>

# Commercial Property

Objectives	Action	Timescale
<p>Ensuring our property portfolio achieves Value for Money, by generating a positive financial return and by reducing the financial burden of the property portfolio</p>	<ul style="list-style-type: none"> <li>• Continue to implement stream-lined approach to managing rent and service charge collection</li> <li>• Implement recommendations and actions from internal audit report for Reconciliations</li> <li>• Develop and implement approach to managing income concessions</li> </ul>	<p>On-going</p> <p>Mid-2023</p> <p>Mid-2023</p>
<p>Ensure the service has the key skills and resources, including data intelligence, to meet identified needs</p>	<ul style="list-style-type: none"> <li>• Develop programme (with adequate resource) to ensure property data comprehensive and complete to enable efficient management (Tech Forge)</li> </ul>	<p>End FY 2023-24</p>

# Sport and Leisure

## Creating Physically Active Communities, Reducing Isolation and Narrowing the Health Inequalities Gap

### Our Functions:

Community Physical Activity programmes - Intervention  
Leisure Provisions indoor/outdoor  
Parks and Open Spaces (Inc Pitches)  
Cantley Café  
Commercial activity

### Customer Experience:

Customers  
Residents  
Internal colleagues  
Elected Members  
Businesses  
Key Internal/External Partners



### Outcomes

Raising Participation and Reducing Levels of Inactivity (targeted) and Reducing Social Isolation.

Creating Physically Active Communities and clear outcomes.

Remodelling of the service to an Active well- being service focused on prevention and intervention and VFM.

## Objectives and Actions

Objective	Actions	Timescale
Service Transformation	Ensure the delivery of the revised service model – to maximise the outcomes/impact across the health inequalities agenda across Wokingham. Increased working with Public Health.	Sept 23
Financial Sustainability	A clear and coherent financial plan that supports the revised service model and wider transformation programme – that sets out revenue and a cost reduction plan.	On-going
Manage, maintain and develop indoor/outdoor facilities	Innovation and revised service offering including supporting a revised pricing policy for indoor sites that helps support wider access to services for those disadvantaged.	Oct 23
Combined Cultural Offer.	Service Realignment to ensure a combined Cultural service offer can deliver wider service outcomes.	Sept 23
Partnership	Work with local sport and community clubs and external partners to increase participation.	On-going
Management of Leisure contract.	Success of leisure facilities (completion of KPI's, customer satisfaction, completion of targets, performance).	On-going
Increase participation numbers (targeted)	Increase targeted programmes, joint working across the council.	On-going
Remodelling of the service.	Review current services – de-commission low value add/non financially sustainable. Review of inhouse services – best delivery models; inhouse/partnership/ wider alternate delivery models.	On-going
Young Persons offer	Extend the school outreach programme targeting local schools with targeted intervention to increase participation and physical activity.	Oct 23