



**Wyre Forest District Council**



**Resources Directorate**



**Business Plan 2009 - 2010**



## Directorate Business Plan 2009/10

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		<b>Cabinet Member(s)</b>	Name Cllr. Nathan Desmond E-mail <a href="mailto:nathan.desmond@wyreforestdc.gov.uk">nathan.desmond@wyreforestdc.gov.uk</a>

<b>Content</b>		
Part A	Council Vision and Corporate Statements	Page 2
Part B	Directorate Vision	Page 2
Part C	Structure	Pages 3 - 5
Part D	High Level Risks	Page 6
Part E	Budget Summary	Page 7

**Part A. Council Vision and Corporate Statements**

**Corporate Plan Vision**

“We want Wyre Forest to be a district with healthy, safe and flourishing communities that are supported by a strong and diverse economy. The local environment will be clean, inspiring and valued, where people are proud to live and work and are attracted to visit and invest.”

**Equality & Diversity**

Wyre Forest District Council recognises and celebrates the diverse nature of the people who live, work in and visit the Wyre Forest District, and the employees of the Council, our partners and contractors. The Council opposes all forms of unlawful or unfair discrimination on the grounds of age, disability, gender, race, religion or belief and sexual orientation.

**Climate Change**

Wyre Forest District Council has signed the Worcestershire Climate Change Pledge 2006 and in doing so pledges to support the objectives of the Worcestershire Climate Change Strategy which aims to:

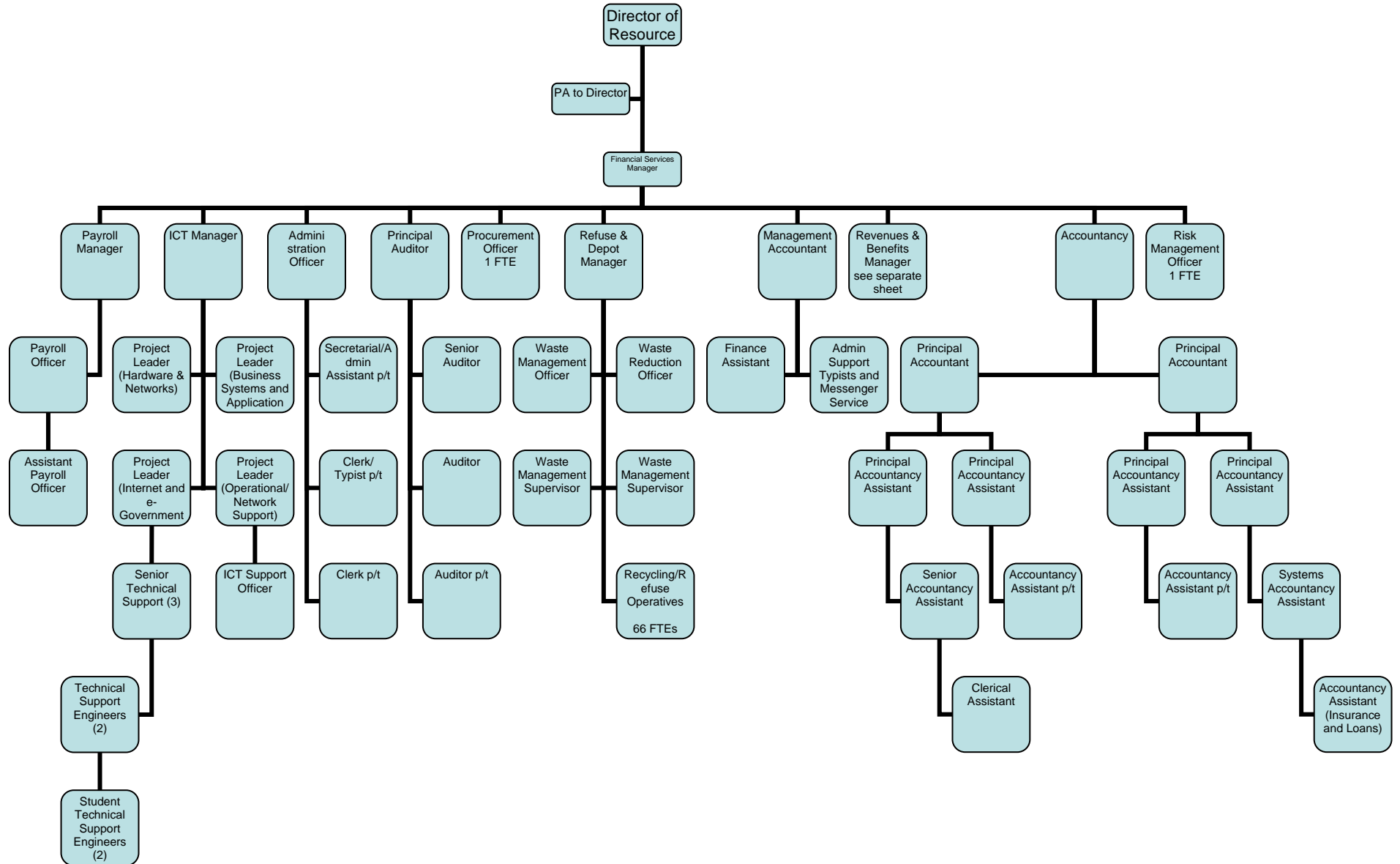
- Reduce total greenhouse gas emissions in Worcestershire by 2% a year
- Raise awareness of Climate Change issues
- Assist adaptation to the impacts of Climate Change in Worcestershire

To help the Council in its commitment to the pledge this Division will continue to raise awareness with its employees of Climate Change issues and will have regard to the objectives of the Pledge in the delivery of its services in the forthcoming year.

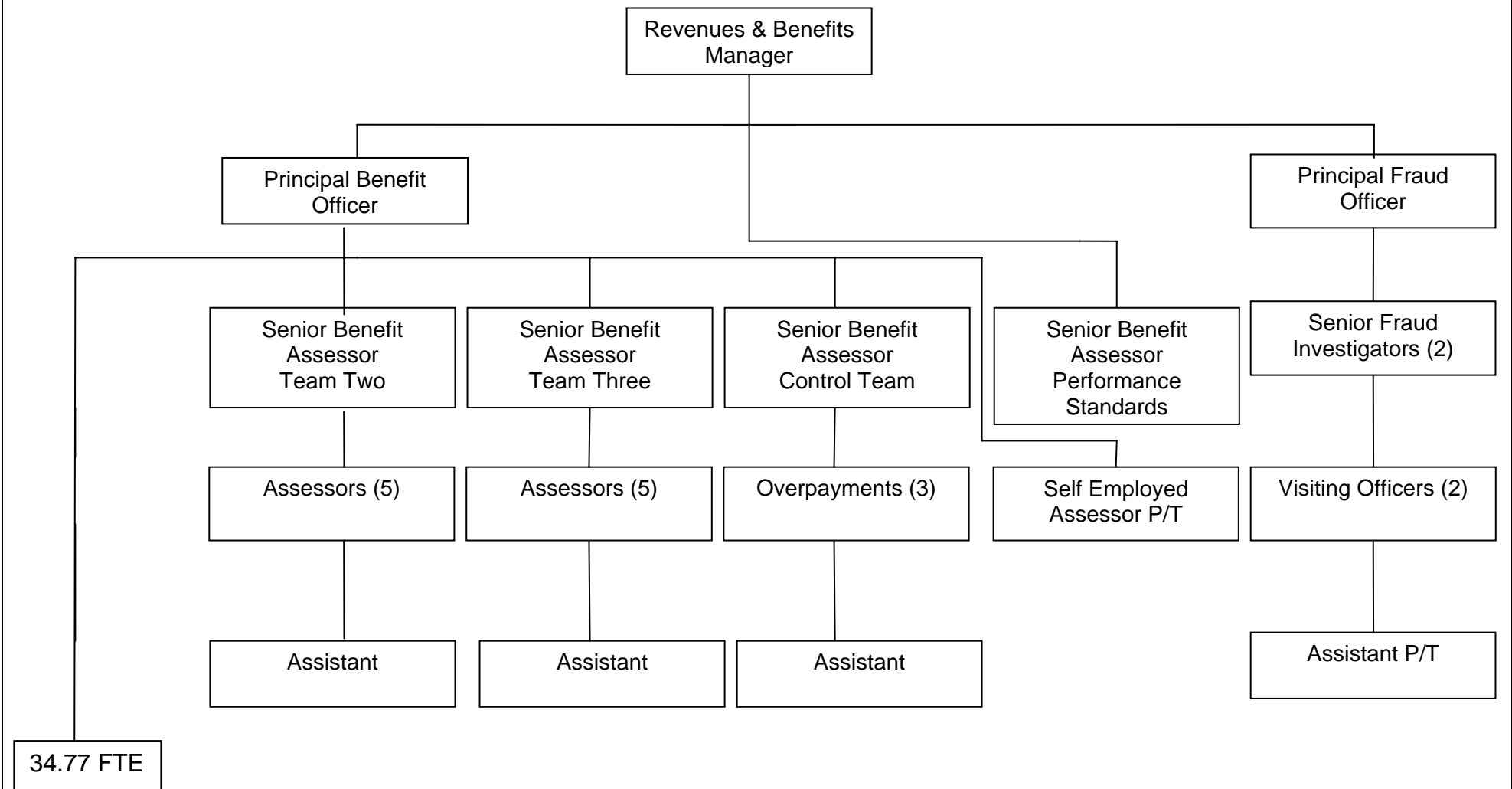
**Part B. Directorate Visions**

The division has mixed responsibilities to directly support and provide our communities with valuable services such as recycling, refuse, concessionary travel and benefits, but also to enable others to do so through high quality professional support services including finance, audit and ICT.

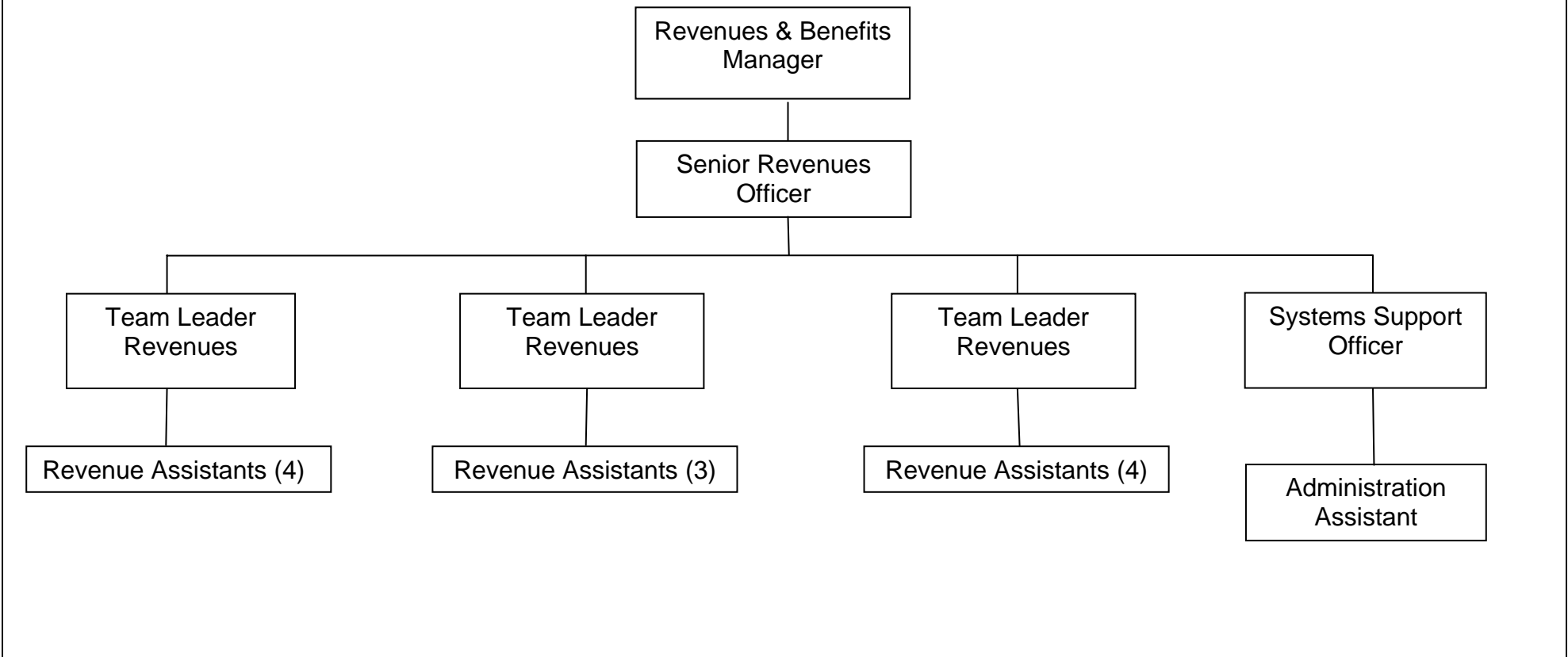
**Part C. Directorate Structure**



**BENEFITS SECTION**



**REVENUES SECTION**



**Part D. Risks - High level Corporate and Directorate Risks (must be on the Risks Register)**

The Council has adopted a Risk Management Strategy and Policy. Our corporate procedures ensure that our Risk Register and associated Action Plans are regularly updated and reviewed. Risk Management is embedded into our corporate Performance Management Framework and linked to our business planning processes. This allows us to systematically assess risk against all of our priorities and planned actions.

<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Status</b>	<b>Management</b>	<b>Lead Officer</b>
Maintain an up to date Financial Strategy	Significant	High	Red	Work on-going in relation to ensuring that the Financial Position for the Council remain sustainable	David Buckland
Fully formed IT Strategy not developed and implemented	High	Low	Amber	Agreement to the ICT at Council in July 2008. Council now implementing strategy	Dave Johnson
Capital Programme not fully delivered	High	Low	Amber	Regular monitoring through Budget reports	David Buckland

<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Status</b>	<b>Management</b>	<b>Lead Officer</b>
Not Achieving efficiency target	Significant	Medium	Red	Efficiency gains will be met for 2008/09, however, recent budget report will increase efficiency target from 3% to 4%. It is also likely that the additional gains will be directly removed from government grant.	David Buckland
Consideration and implementation of new collection arrangements for Waste	Significant	High	Red	Review panel established to examine options to be reported to Council in September 2009	Steve Brant

**Agenda Item No. 8  
Appendix E**

Part E. Budget Summary			
<b>Current FTE Employees</b>	c.200	<b>Current Assets</b>	See individual plans
<b>Future Asset Requirements</b>	ICT Strategy requirement identified within Capital Programme Waste collection requirements including new bins and vehicles to be considered		

Expenditure	2009/10	2010/11	2011/12
Employee Costs	2,284,770	2,352,490	2,418,590
Premises Related Expenditure	194,280	200,330	207,260
Transport Related Expenditure	12,800	12,800	12,800
Supplies and Services	1,000,580	973,620	983,190
Third Party Payments	32,086,150	33,623,910	35,281,920
Transfer Payments	0	0	0
Support Services	98,670	101,720	104,050
Capital Charges	2,420	2,420	1,220
<b>Gross Expenditure</b>	<b>35,679,670</b>	<b>37,267,290</b>	<b>39,009,030</b>
Income	(32,887,800)	(34,364,070)	(35,982,750)
Recharges	(836,980)	(876,880)	(897,140)
<b>Gross Income</b>	<b>(33,724,780)</b>	<b>(35,240,950)</b>	<b>(36,879,890)</b>
<b>Net Expenditure</b>	<b><u>1,954,890</u></b>	<b><u>2,026,340</u></b>	<b><u>2,129,140</u></b>



## Directorate Business Plan 2009/10

Business Plan approved and signed-off by:

Cabinet Member

*Nathan Pearson*

.....

Director of Resources

*Mr. Bullard*

.....

Corporate Management Team  
(on behalf of)

*Mr. Selin.*

.....

Date

.....26<sup>th</sup> June 2009.....



## Service Business Plan 2009/10

<b>Service</b>	Accountancy Services	<b>Service Manager</b>	Name Tracey Southall Tel 01562 732125 e-mail <a href="mailto:tracey.southall@wyreforestdc.gov.uk">tracey.southall@wyreforestdc.gov.uk</a>
		<b>Director</b>	Name David Buckland Tel 01562 732100 e-mail <a href="mailto:david.buckland@wyreforestdc.gov.uk">david.buckland@wyreforestdc.gov.uk</a>
<b>Directorate</b>	Resources	<b>Cabinet Member</b>	Name Cllr Nathan Desmond e-mail <a href="mailto:nathan.desmond@wyreforestdc.gov.uk">nathan.desmond@wyreforestdc.gov.uk</a>

<b>Content</b>		
Part A	Service Overview – what we do	Page 2
Part B	What we didn't do – Service targets that we did not meet in 2008/09	Page 2
Part C	Service Outcomes for 2009/10	Page 3
Part D	Service Actions for 2009/10	Pages 4 – 15
Part E	Performance Indicators	Pages 16 – 17
Part F	Service Risks	Page 17
Part G	Training	Page 18
Part H	Consultation	Page 18
Part I	Communication	Page 19
Part J	Budget	Pages 20 - 21

**Part A. Service Overview – what we do**

Provides a comprehensive financial accountancy service to all Divisions of the Authority to include professional advice, information and support to Divisions and Councillors to assist in planning and managing the provision of services. This includes stewardship of the Council’s financial affairs, co-ordination of the budget process, production of Annual Accounts, and payment of invoices.

Accountancy is significantly involved with other Divisions in responding to changes in legislation and new initiatives such as external/partnership funding, Use of Resources, Value for Money, Comprehensive Spending Assessment and all other efficiency initiatives.

**Part B. What we didn’t do – Service targets that we did not meet in 2008/09**

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
C3	<ul style="list-style-type: none"> <li>To provide a detailed Business Case for Phase 2 FMS – Purchase Order Processing.</li> </ul>	Nov 2008 to Inform 2009/2012 budget process	Priority for 2009/10. Decision taken as part of consideration of Divisional Restructuring/ICT Strategy	T Southall
O2	<ul style="list-style-type: none"> <li>Procurement Cards - Scheme reviewed regularly with quarterly reports to procurement group thereafter.</li> </ul>	Ongoing Quarterly Review to be aligned with FMS Phase 2 Purchase Order Processing.	Review of scheme planned for early 2009/10.	D Tirebuck

**Agenda Item No. 8**  
**Appendix E**

<b>Part C. Service Outcomes for 2009/10 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)</b>	
<b>C or A</b>	<b>Outcome</b>
C	Preparation of annual Budget in accordance with the Local Government Finance Act 2003 and the Council's Finance Strategy to achieve a balanced Budget ,updated medium term Financial Strategy and make the resultant Council Tax Levy
C	Preparation of Final Accounts meeting full statutory and external audit requirements
C/A	Provision of a suitable Financial Management System including roll-out of Purchase Order Processing linking into ICT Strategy to provide electronic ordering, e-Procurement and Commitment accounting, generating improved management information, improved, budgetary control and releasing efficiencies through business process re engineering
C	Provision of a full accounting service including Financial Management advice, Banking Systems, VAT, Capital Finance (including Prudential Code compliance), Treasury Management, Insurance and Insurance Risk Management, Sundry Debtors and Miscellaneous Income, Housing Advances, payment of invoices, procurement cards and contracts register
C	To monitor and report on the Efficiency Strategy including use of resources and Comprehensive Spending Review 2007 (CSR07)

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential

**Agenda Item No. 8  
Appendix E**

Part D. Service Actions for 2009/10 – What we plan to do							
What (Issue / Service Area)	How (Commitment or Aspiration)		When	Who	Measures *	Cost Code & Expenditure	Links **
<b>Accounting Budget</b> 1. Prepare budgets in accordance with the Local Government Finance Act 2003 and the Council's Finance Strategy.  2. To comply with Section 114 of the Local Government Act 1988 – ensure proper Administration of the financial affairs of the Council	C	Set the Council Tax each year	11 <sup>th</sup> March	Financial Services Manager	LP04	Total Existing Budget Revenue Net Exp c£15.2m Capital Programme 2009/20 £11 m	A Well Run & Responsive Council
	C	Report on adequacy of Reserves and Robustness of budget	Finance Strategy Timetable				
	C	To report on the Budget Risk Management process	Finance Strategy Timetable				
	C	Publish Budget each year	30 <sup>th</sup> March				
	C	Quarterly Budgetary Control and Budget Risk Report to Cabinet	Quarterly Cabinet Reports				
	C	Ensure all Scrutiny committee options and Cabinet proposals are cross checked to Corporate Strategies	Dates in Budget and Policy Framework				
	C	Fully Cost and include all revenue consequences of	Dates in Budget and Policy				

**Agenda Item No. 8  
Appendix E**

<p><b>Final Accounts</b> 3. Prepare Final Accounts in full accordance with Accounts and Audit Regulations 2003 and 2006 Amendments</p>	<p>C</p>	<p>capital proposals Prepare and publish the Councils final Accounts, Statement of Accounts and Annual Reports in accordance with statutory rules, accounting convention and agreed policy.</p>	<p>Framework 30<sup>th</sup> June</p>	<p>Financial Services Manager</p>	<p>Audit Certificate and Report</p>	<p>Total Existing Budget See Above</p>	<p>A Well Run &amp; Responsive Council</p>
	<p>C</p>	<p>Statement of Accounts Scrutiny</p>	<p>By 30<sup>th</sup> June</p>				
	<p>C</p>	<p>Final Accounts are not qualified by the External Auditor. Full sign off and publication. Extra chargeable audit days kept to a minimum</p>	<p>30<sup>th</sup> September</p>				
<p><b>Financial Management System</b> 4. Provide advice to Members and Officers for the proper administration of the Council's financial affairs.</p>	<p>C</p>	<p>To provide and maintain a System that enables the Councils income and expenditure to be monitored, controlled and reconciled against the approved budget.</p>	<p>Monthly reports to Directorates</p>	<p>Financial Services Manager</p>	<p>LP04</p>	<p>R300 see Part J</p>	<p>A Well Run &amp; Responsive Council</p>
	<p>C</p>	<p>To assist with budgetary control.</p>	<p>Quarterly reports of outturn to Budget to</p>				

**Agenda Item No. 8  
Appendix E**

			Cabinet				
	A	To play a key role in the implementation of further Financial Management System modules., specifically Purchase Order Processing	2009/10		Project Implementation Plan	Capital Programme £215,000	
<b>Financial Management Advice</b> 5. To provide advice to Members and Officers for the proper administration of the Council's financial affairs.	C	To provide technical financial advice to inform and assist in decision making at all levels.	Ongoing but critical points are Final Accounts and Budget Setting	Financial Services Manager		See Above – R300 See Part J	A Well Run & Responsive Council
	C	Budget Variances kept within 1% CPA tolerance.					
	C	Supplementary Estimates controlled within Standing Order tolerances.					
	C	Risk monitored and reported appropriately. External Funding controlled and reported in accordance with agreed policy	Committee Timetable				
	C	To service Budget Review Panel/Other Committees as					

**Agenda Item No. 8  
Appendix E**

		required					
<b>Financial Statistical Returns</b> 6. To ensure completion of all statutory and regulatory financial statistical returns in accordance with specified deadlines	C	To provide financial information for statistical returns and performance indicators.	External deadlines as appropriate	Financial Services Manager		N/A	A Well Run & Responsive Council
<b>Banking Systems and Reconciliation</b> 7. To ensure that all banking and reconciliation systems comply with the key controls set out in Financial Regulations and met Section 151 responsibilities	C	The operation and efficient administration of the Council's bank account.	Internal weekly deadline	Financial Services Manager		N/A	A Well Run & Responsive Council
	C	To ensure that all entries in the Council's bank account are correct					
<b>Value Added Tax</b> 8. To provide comprehensive VAT advice that complies with the VAT Act 1994 and all associated SI's/ Customs Notices/Guidance/ Tribunals/ Case Law etc.	C	To ensure that the Council accounts to H.M.R.C. for VAT liabilities in compliance with VAT statutory rules.	Monitoring submission of VAT claims	Financial Services Manager	LP01	N/A	A Well Run & Responsive Council

**Agenda Item No. 8  
Appendix E**

	C	Partial Exemption Annual Calculation to protect the Council's financial position and ensure full recovery of exempt input tax	Annual Calculation by June 2010, monthly monitoring		5% Allowable Limit per annum not exceeded		
	C	Use of the Pricewaterhouse Coopers VAT helpline				R300 cost £3,300 p.a.	
<b>Capital Finance</b> <b>9.</b> To prepare and ensure compliance with the annual Capital Strategy	C	To ensure that the Council's consideration of capital finance issues are based on accounting convention, statutory rules and government financial restrictions.	Budget and Policy Framework Report to The Cabinet – December followed by Scrutiny.	Financial Services Manager	LP05	Capital programme 2009/10 £11m	A Well Run & Responsive Council
	C	To review capital resources and prepare an Annual Capital Programme and Capital Strategy that link into all relevant corporate strategies. Including the Vehicle Equipment and System Renewals Schedule	Finance Strategy and Quarterly Monitoring of Capital Programme and Prudential Indicators - dates in Budget and Policy Framework				

**Agenda Item No. 8  
Appendix E**

			In accordance with Centralised Office Project Plan				
	C	To ensure the optimum method of funding is secured for all capital expenditure in accordance with delegated powers.					
	C	To advise on major projects such as Centralised Office Accommodation and Cemetery in liaison with external consultants as appropriate					
<b>Prudential Code</b> 10. To prepare and monitor Prudential Indicators and ensure we stay within Statutory Limits	C	To explore the opportunity to borrow provided by the Prudential Code.	As part of Cabinet Proposal Process/ As required in reports.	Financial Services Manager		Capital Programme 2009/10 £11m	A Well Run & Responsive Council
	C	To stay within Statutory Limits.	Limits to be agreed annually (linked to Annual Investment				

**Agenda Item No. 8  
Appendix E**

		Strategy and Treasury Management Practices).					
	C	To report updated Prudential Indicators for all Budget proposals.					
	C	Include in annual Treasury Management Report as part of budget setting process.					
<b>Treasury Management</b> 11. To operate in accordance with the Treasury Management Code of Practice and Prudential System of Local Government Finance and to take into account any further guidance following the Icelandic banking situation.	C	To ensure that the Council's Treasury Management activities are carried out in accordance with Council policy, statutory rules and its efficient administration.	Cabinet Reports July and Feb each year Regular Member updates	Financial Services Manager	LP05 LP06	R805 2009/10 £305k	A Well Run & Responsive Council
	C	To update the Treasury Management Strategy.	See above			N/A	
	C	To prepare a Treasury Management Annual Report.	See above				

**Agenda Item No. 8  
Appendix E**

	C	To employ Treasury Management consultants as appropriate.	Current contract expires Aug 2010 – then retender			R800 £7,750	
	C	To keep members informed regularly in accordance with Review Panel Recommendations	As required				
<b>Insurance and Insurance Risk Management</b> 12. To provide a comprehensive insurance service in accordance with the council's Financial Regulations	C	To secure the Council's insurance requirements in accordance with the Council policy and provide for the efficient administration of premiums and claims. Joint procurement has resulted in a renegotiated contract from 1 April 2009 generating £45,000 per annum savings. The market will be retested when this joined up contract ends in 3 years, in the meantime the transition to the new	Continuous review and management of revised contract	Financial Services Manager		R300 Total cost of insurance from 2009/10 £227k p.a.	A Well Run & Responsive Council

**Agenda Item No. 8  
Appendix E**

		contract should be seamless					
<b>Sundry Debtors and Miscellaneous Income</b> 13. To ensure a prompt and efficient service in accordance with the Local Government Finance Act 2003.  14. To provide efficient Sundry Debtor and Miscellaneous Income accounting services.	C	Monitor level of arrears and write-offs. See Local Performance Indicator. Reports to Cabinet Twice a year	Continuous Review, Reports to Cabinet in July and November of each year Review mid 2009/10	Financial Services Manager	LP02 LP09	R300 see Part J	A Well Run & Responsive Council
	A	To explore and progress collection through electronic means	Ongoing				
	A	To review the Sundry Debtor and Miscellaneous Income function and Introduce an appropriate range of local performance indicators	Some indicators in place, further review in 2009/10				
<b>Housing Act Advances</b> 15. To provide an efficient Housing Advances accounting Service and to consider the Cabinet	C	To demand and recover all amounts properly due	Ongoing	Financial Services Manager		R300 see Part J	A Well Run & Responsive Council

**Agenda Item No. 8  
Appendix E**

Proposal to provide Local Authority mortgages in relation to shared ownership properties underwritten by RSLs							
	C	To minimise the level of arrears	Monthly report	Financial Services Manager	LP03/BV8 LP03	ER300	A Well Run & Responsive Council
	C	Service Community Services Scrutiny Panel to consider Cabinet Proposal	From April 2009 in line with Committee timetable				
<b>Payment of Invoices</b> 16. To pay creditors in accordance with the Council's Financial Regulations.	A	Special Payments within 48 hours.	Ongoing				
	C	Weekly payment service	Ongoing				
	A	Increase % of payments made by BACS	Ongoing				
	C	Council's Prompt Payment code (currently 30 days) and to explore and review this in the light of the CLG's recommendation to	Review Monthly review of current practice. 10 day payment to be				

**Agenda Item No. 8  
Appendix E**

		introduce payment within 10 days,	explored as part of FMS system further development (see above)				
<b>Procurement Credit Cards</b> 17. Administration and control of scheme.	A	To review scheme and make recommendations for extension/change of scheme	Review of scheme planned for early 2009/10.	Financial Services Manager		R300	A Well Run & Responsive Council
<b>Contracts Register</b> 18. To maintain a Contract Register in accordance with Council Financial Regulations	C	Maintain up-to-date and accurate Contracts Register.	Ongoing	Financial Services Manager		R300 See Part J	A Well Run & Responsive Council
	C	To take Cabinet reports where budgets are to be exceeded in accordance with Financial Regulations.	Cabinet reports as required				
<b>19. Use of Resources, Efficiency Savings, CSR07</b>	C	To monitor and report on efficiency savings and use of Resource targets.	Ongoing	Financial Services Manager	Finance Strategy NI 179	Finance Strategy	A Well Run & Responsive Council
	C	Achieve annual efficiency gain requirement.	July/August Corporate Services Scrutiny				

**Agenda Item No. 8  
Appendix E**

			/Cabinet				
	C	To participate in the Efficiency Strategy to be devised by the Chief Executive and CMT and to monitor and report on efficiency savings.	In line with 2009/2012 Finance Strategy				
	C	Achieve approximately £700,000 per annum – 2008/09 to 2010/11 - £2.0m for the 3 years – CSR07 requirements	As above				
	C	Quarterly Reports to Cabinet.					
<b>20.</b> To improve and implement a revised approach to Value for Money (VfM) and deliver 3% efficiency gains	C	VfM Policy approved by Council	01/10/09				A Well Run & Responsive Council Improving efficiency and VfM
	C	VfM Policy implemented	31/03/10				
	C	3% efficiency gains	31/10/09				
<b>Corporate Costs</b> 21. This activity includes areas not chargeable to direct Services such as bank charges, audit fees, NNDR Discretionary rate relief, aid to Parish Councils and Housing Advances	C	These Corporate costs are controlled and administered by Accountancy. The CO-op bank contract ends 31 <sup>st</sup> March 2010	Continuous review	Financial Services Manager		R335/336/ 337/338/ 340/341 £359k 2009/10	A Well Run & Responsive Council

**C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.

**A** Aspiration - desirable service / project which would be beneficial but not essential

**Agenda Item No. 8  
Appendix E**

<b>Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPis)</b>							
PI Code	Description (Commitment or Aspiration)		2008/09 Performance	Target			Lead Officer
				2009/10	2010/11	2011/12	
N179	C	Value for Money – total net value of on-going cash releasing value for money gains that have impacted since the start of the 2008/09 financial year	TBC	£1,288,700	£1,964,800	TBC	HFS/ASM/PA
RE LP01	C	VAT – Submission of monthly VAT Return by end of following calendar month	All claims met HMRC deadline	All claims met HMRC deadline	All claims met HMRC deadline	All claims met HMRC deadline	HFS/ASM
RE LP02	A	Non Property Debts – debts outstanding over 24 months old as a percentage of total outstanding debt	4.35%	5.00%*	7.00%	6.00%	HFS/ASM
RE LP03	A	Creditors – percentage of invoices made by BACS other than by cheque	72.25%	75.00%*	75.00%	75.00%	HFS/ASM
RE LP04	C	Budget Monitoring Reports – email to Divisions by target dates in Accountancy Calendar	Achieved	As stated in Accounting Calendar	As stated in Accounting Calendar	As stated in Accounting Calendar	HFS/ASM
RE LP05	A	Treasury Management – Internal Returns above 7 Day LIBID Rate	4.73%	TBC	TBC	TBC	HFS/ASM/PA
RE LP06	A	Treasury Management – External Fund Managers Performance above LIBID (if applicable)	N/A	N/A	N/A	N/A	HFS/ASM
RE LP07	A	Capital Programme – Actual Expenditure as a percentage of Revised Budget	65.66%	66%*	65%	70%	HFS/ASM
RE LP08	A	Property Debtors collection targets – Property – Aged Debt Statistics – (jointly monitored by Accountancy and Property	6.30%	6.30%*	7.00%	6.00%	HFS/ASM

**Agenda Item No. 8  
Appendix E**

		Officers) – Property Debtor Arrears as a percentage of Annual Rent Roll					
RE LP09	A	Percentage of invoices for commercial goods and services paid by the authority within 30 days of receipt or within the agreed payment terms.	98.23%	98.30%*	98.00%	98.00%	HFS/ASM

\* Note from Director of Resources - it will be extremely challenging / difficult for the Council to meet these targets given the current economic

<b>Part F. Service Risks</b>					
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Status</b>	<b>Management</b>	<b>Lead Officer</b>
FS 01a External interest budget predictions are wrong/Treasury Management policy fails	Critical	Significant	Alert	Controlled	David Buckland
FS 01c Final Accounts timely preparation and publication	Critical	Significant	Alert	Controlled	David Buckland
Fs01d Insufficient Insurance cover is in place to protect the Council and it's business operations	Critical	Low	Alert	Controlled	David Buckland
FS 07a Council Strategies identify significant target savings for the Division	Critical	Significant	Alert	Controlled	David Buckland
FD 07b Development of the next phase of the ICT Financial Management System does not happen due to lack of project management skills and capacity	Marginal	High	Alert	Controlled	David Buckland

**Agenda Item No. 8  
Appendix E**

<b>Part G. Training – what training is needed to achieve our Service outcomes?</b>					
<b>Required Training</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>	<b>Cost</b>	<b>Expected Outcome</b>
Keeping up-to-date with legislation and all relevant accounting/audit requirements	Accountancy Section	As required	External Training – Finance Advisory Network (FAN) Seminars/CIPFA Seminars		Accountancy will continue to meet all Legislation/Audit requirements
Technical Agresso training for the next phase of the Financial Management System (FMS) – System upgrade and Purchase Order Processing	Accountancy Section	After Final Accounts – July up to December 2009	External Agresso Consultants plus additional consultancy as required		Successful Implementation and roll out of Purchase order Processing modules of the Agresso FMS system
Treasury Management Training to take into account changes in global economic factors	Treasury Team	April 2009 and as required	Butlers Treasury Consultants	Part of main contract	The Council continues to make sound Investment decisions

<b>Part H. Consultation – what consultation will we undertake in 2009/10</b>						
<b>Consultation Issue &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method &amp; Geographical Area</b>	<b>Who &amp; Numbers</b>	<b>When</b>	<b>In-house or out sourced</b>  <b>Resources</b>	<b>Results</b> When will the results be available and where will they be reported
Budget Consultation  David Buckland Director of Resources	Statutory  To inform review of the Council's proposed Financial Strategy  'A Well Run & Responsive Council'	2000 questionnaires to Wyre Forest residents	Corporate Services Scrutiny Cttee Feb each year to include comments from local residents & businesses	Stage 1 – October 08  Stage 2 – Jan-Feb 09	Outsourced to Consultation Unit, Stratford on-Avon District Council.	CMT – Jan 10  Cabinet – Jan 10  Corporate Scrutiny Committee – Feb 10

**Agenda Item No. 8  
Appendix E**

Part I. Communication – how will we be communicating with our stakeholders in 2009/10					
Communication & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method	Who	When	In-house or out sourced  Resources
Council Tax Leaflet	Statutory  Inform residents of how their Council Tax is spent  'A Well Run & Responsive Council'	Leaflet sent with Council Tax bills	Residents	April 2010	In-house  Existing budget
Statement of Accounts, including Summary of Accounts	Accounts available for statutory public inspection for 20 days prior to audit  Statutory – Appointed Day  Discretionary – Summary of Accounts addition to the main statutory Statement of Accounts.  Give residents an opportunity to ask questions or view the accounts/meet with external auditors.  Inform residents of how their council tax was spent in the previous financial year.  "A Well Run & Responsive Council"	18 <sup>th</sup> June 2009  Appointed day advertised and external auditor available for public consultation – 4 <sup>th</sup> August 2009. Leaflet presented to Audit Committee and placed for general public interest in Hub offices and posted on the internet/intranet.	Residents	June 30 <sup>th</sup> 2009	In-house  Existing budget
Budget – Financial Strategy	Statutory  Inform residents and business of Budget Proposals	Corporate Services Committee/Cabinet/ Internet publication	Residents and Businesses	Dec/Jan 2010	In-house  Existing budget

**Agenda Item No. 8  
Appendix E**

Part J. Resources and budget			
<b>Current FTE Employees</b>	12.11 FTE	<b>Current Assets</b>	Financial Management System LACHS Insurance System Co-op Bank Financial Director System
<b>Future Asset Requirements</b>	Further Software for purchase Order Processing Implementation of Agresso FMS ICT support for Accountancy staff for role out of ICT Strategy – Laptops etc.		
Expenditure	2009/10	2010/11	2011/12
Employee Costs (these are before restructuring savings shown in Corporate Costs, they do not therefore match the FTE's where reductions have been made for the March 2009 redundancies)	472,520	486,450	499,730
Premises Related Expenditure	37,860	39,270	41,090
Transport Related Expenditure	1,500	1,500	1,500
Supplies and Services	118,800	140,140	140,510
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	129,780	133,650	137,250
Capital Charges	0	0	0
<b>Gross Expenditure</b>	<b>760,460</b>	<b>801,010</b>	<b>820,080</b>
Income	(77,160)	(81,020)	(85,070)
Recharges	(684,100)	(720,790)	(735,780)
<b>Gross Income</b>	<b>(761,260)</b>	<b>(801,810)</b>	<b>(820,850)</b>
<b>Net Expenditure</b>	<b>(800)</b>	<b>(800)</b>	<b>(770)</b>

Cost Centre Included in the Above:

R300 Accountancy

**Agenda Item No. 8**  
**Appendix E**

<b>Expenditure – Corporate Costs</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Employee Costs	0	0	0
Premises Related Expenditure	0	0	0
Transport Related Expenditure	0	0	0
Supplies and Services	359,200	312,400	320,850
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	0	0	0
Capital Charges	0	0	0
<b>Gross Expenditure</b>	<b>359,200</b>	<b>312,400</b>	<b>320,850</b>
Income	0	0	0
Recharges	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>359,200</b>	<b>312,400</b>	<b>320,850</b>

Cost Centres Included in the Above:

- R335 Bank Charges
- R336 Audit Fees/Inspection Fees
- R337 National Non-Domestic Rates Discretionary Rate Relief
- R338 Aid to Parish Councils
- R340 Sale of Council Houses
- R341 Contribution re. Loss on Housing Advances



## Service Business Plan 2009/10

Business Plan approved and signed-off by:

Cabinet Member

*Nathan Pearson*  
.....

Director of Resources

*Mr. Bullard*  
.....

Corporate Management Team  
(on behalf of)

*Mr. Selin.*  
.....

Date

.....26<sup>th</sup> June 2009.....



## Service Business Plan 2009/10

<b>Service</b>	Internal Audit	<b>Service Manager</b>	Name Cheryl Ellerton Tel 01562 732116 E-mail <a href="mailto:cheryl.ellerton@wyreforestdc.gov.uk">cheryl.ellerton@wyreforestdc.gov.uk</a>
		<b>Director</b>	Name David Buckland Tel 01562 732100 E-mail <a href="mailto:david.buckland@wyreforestdc.gov.uk">david.buckland@wyreforestdc.gov.uk</a>
<b>Directorate</b>	Resources	<b>Cabinet Member</b>	Name Cllr Nathan Desmond E-mail <a href="mailto:john.campion@wyreforestdc.gov.uk">john.campion@wyreforestdc.gov.uk</a>

Content		
Part A	Service Overview – what we do	Page 2
Part B	What we didn't do – Service targets that we did not meet in 2008/09	Page 2
Part C	Service Outcomes for 2009/10	Page 2
Part D	Service Actions for 2009/10	Page 3
Part E	Performance Indicators	Page 3
Part F	Service Risks	Page 4
Part G	Training	Page 4
Part H	Consultation	Page 4
Part I	Communication	Page 5
Part J	Budget	Page 5

**Part A. Service Overview – what we do**

To provide a quality and effective Internal Audit Service to assist the Director of Resources, the S151 Officer responsible for the financial affairs of the Council, in meeting the mandatory requirement of the Local Government Act 1972. The requirement for an Internal Audit function is as detailed in the Accounts & Audit Regulations 2003 (amended 2006). Internal Audit is an assurance function that provides an independent and objective opinion on the Council's internal control environment by examining, evaluating and reporting on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources. Internal Audit ensure that sound procedures are in place to achieve efficiency savings without compromising sound financial management by completion of system audits, regulatory/probity audits, computer audits, along with consultancy and advice to include fraud and irregularity investigations as required.

**Part B. What we didn't do – Service targets that we did not meet in 2008/09**

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer

**Part C. Service Outcomes for 2009/10 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)**

C or A	Outcome
C	To meet the requirements of the Terms of Reference for Internal Audit.
C	To achieve a satisfactory opinion from the Council's External Auditors on the work undertaken by Internal Audit
C	Comply/adhere with/to the CIPFA Code of Practice for Internal Audit 2006, undertake an annual assessment of Internal Audit and its contribution to the Council.
C	Prepare an Annual Audit Plan from the 3 year Strategic Plan 2009~2012 and to achieve 90% of the audits within the annual plan.

**C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.

**A** Aspiration - desirable service / project which would be beneficial but not essential

<b>Part D. Service Actions for 2009/10 – What we plan to do</b>							
<b>What</b> (Issue / Service Area)	<b>How</b> (Commitment or Aspiration)		<b>When</b>	<b>Who</b>	<b>Measures</b> *	<b>Cost Code &amp; Expenditure</b>	<b>Links **</b>
22. To report quarterly to CMT and Audit Committee on completed audits from the annual audit plan and the progress of implemented recommendations.	C	Quarterly Audits Reports to 30 <sup>th</sup> June 2009 30 <sup>th</sup> September 2009 31 <sup>st</sup> December 2009 31 <sup>st</sup> March 2010	<b>Audit Cttee</b> Sept 2009 Nov 2009 Mch 2010 June 2010	Section 151 Officer	<b>% of Plan</b> 22.5% 45 % 67.5 % 90 %	Audit Budget to include Buy in Computer Audit expertise.	A Well Run & Response Council
23. Review the Effectiveness of Internal Audit	C	Annual Report for 2009/10 to Audit Committee in line with Internal Audit Terms of Reference	June 2010	Section 151 Officer			A Well Run & Response Council

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential  
 \* National Indicator, Local Indicator, attendance levels, satisfaction levels, Service Standard etc.  
 \*\* Corporate Plan Aim & / or Priority, Community Strategy Theme & / or Priority, LAA, other Services Plans / Strategies

<b>Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)</b>						
<b>PI Code</b>	<b>Description</b> (Commitment or Aspiration)	<b>2008/09 Performance</b>	<b>Target</b>			<b>Lead Officer</b>
			<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential

**Agenda Item No. 8  
Appendix E**

<b>Part F. Service Risks</b>					
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Status</b>	<b>Management</b>	<b>Lead Officer</b>
Non Completion of Approved Audit Plan	Marginal	Very Low	OK	Controlled	Principal Auditor
Partner Audit Provider does not meet contractual commitments.	Marginal	Very Low	OK	Controlled	Principal Auditor
Non completion of work to meet External Auditors requirements	Marginal	Very Low	Ok	Controlled	Principal Auditor

<b>Part G. Training – what training is needed to achieve our Service outcomes?</b>					
<b>Required Training</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>	<b>Cost</b>	<b>Expected Outcome</b>
Annual CIPFA Audit Training Seminars	Audit Section	November 2010		£1200 pa for Section	Enhance knowledge of Audit Team/Remain update with issues that affect the Audit Environment.

<b>Part H. Consultation – what consultation will we undertake in 2009/10</b>						
<b>Consultation Issue &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method &amp; Geographical Area</b>	<b>Who &amp; Numbers</b>	<b>When</b>	<b>In-house or out sourced</b> <b>Resources</b>	<b>Results</b> When will the results be available and where will they be reported
Lead Officer Customer Satisfaction Questionnaires	Discretionary 'A Well Run & Responsive Council'	Email Questionnaire  Colleagues	Senior Officers Approx 40	End of Completed Audits (Ad-hoc)	In-house Officer time	Audit Committee June 2010 (Part of Annual Report by S151 Officer)
Annual Customer Survey	Discretionary 'A Well Run & Responsive Council'	Email survey  Colleagues	Senior Officers Approx 50	March 2010	In-house Officer time	Audit Committee June 2010 (Part of Annual Report by S151 Officer)

**Agenda Item No. 8  
Appendix E**

<b>Part I. Communication – how will we be communicating with our stakeholders in 2009/10</b>					
<b>Communication &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method</b>	<b>Who</b>	<b>When</b>	<b>In-house or out sourced</b>  <b>Resources</b>
Annual Report as part of the Annual Governance Statement	Statutory  'A Well Run & Responsive Council'	Report to Audit Committee	S151 Officer	June 2010	In-house  Existing budget

<b>Part J. Resources and budget</b>			
<b>Current FTE Employees</b>	3.4 FTE	<b>Current Assets</b>	
<b>Future Asset Requirements</b>			
<b>Expenditure – Internal Audit</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Employee Costs	162,130	171,420	178,660
Premises Related Expenditure	20,000	20,740	21,700
Transport Related Expenditure	1,600	1,600	1,600
Supplies and Services	21,100	22,850	23,170
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	38,010	38,900	39,920
Capital Charges	0	0	0
<b>Gross Expenditure</b>	<b>242,840</b>	<b>255,510</b>	<b>265,050</b>
Income	0	0	0
Recharges	(314,330)	(327,000)	(336,540)
<b>Gross Income</b>	<b>(314,330)</b>	<b>(327,000)</b>	<b>(336,540)</b>
<b>Net Expenditure</b>	<b>(71,490)</b>	<b>(71,490)</b>	<b>(71,490)</b>

Cost Centre Included in the Above:  
R301 Internal Audit



## Service Business Plan 2009/10

Business Plan approved and signed-off by:

Cabinet Member

*Nathan Pearson*  
.....

Director of Resources

*Mr. Butler*  
.....

Corporate Management Team  
(on behalf of)

*Mr. Selin.*  
.....

Date

.....26<sup>th</sup> June 2009.....



## Service Business Plan 2009/10

<b>Service</b>	Environmental Services	<b>Service Manager</b>	Name Steve Brant Tel 732922 E-mail <a href="mailto:Steve.brant@wyreforestdc.gov.uk">Steve.brant@wyreforestdc.gov.uk</a>
		<b>Director</b>	Name David Buckland Tel 732104 E-mail <a href="mailto:David.buckland@wyreforestdc.gov.uk">David.buckland@wyreforestdc.gov.uk</a>
<b>Directorate</b>	Resources Directorate	<b>Cabinet Member</b>	Name Cllr Nathan Desmond E-mail <a href="mailto:nathan.desmond@wyreforestdc.gov.uk">nathan.desmond@wyreforestdc.gov.uk</a>

Content		
Part A	Service Overview – what we do	Page - 2
Part B	What we didn't do – Service targets that we did not meet in 2008/09	Page - 3
Part C	Service Outcomes for 2009/10	Page - 3
Part D	Service Actions for 2009/10	Pages 4 – 7
Part E	Performance Indicators	Page - 7
Part F	Service Risks	Page - 8
Part G	Training	Page - 8
Part H	Consultation	Page - 9
Part I	Communication	Page - 9
Part J	Budget	Page - 9

**Part A. Service Overview – what we do**

The role of the Environmental Services Section is to work closely with other key important front line services and deliver them in an integrated operation. The Sections primary role is to deliver and operate Waste management activities across the District. This involves strategic planning both at a District & County level, to interpret National strategies at a local level to meet and exceed the general public's service expectations. The section engages a large workforce who operates within a high profile environment. One of the sections key strengths is its skilled, experienced and committed workforce who combines with a highly motivated customer focused management team.

The section understands the rising spectre of environmental awareness amongst the local community and Central Government and the desire to achieve a clean, green and safe environment for everyone. A better informed and more demanding public, financial constraints and pressures to improve efficiency and effectiveness further typify this new context. The importance of good staff, who are well trained and developed, and the crucial importance of partnership working are components and responsibilities to enable the provision of a first class service to the customer.

The introduction of Kerbside Recycling, some years ago now, demonstrated the sections ability to introduce complex service change, combined with service improvements and the securing of external funding. Teamwork, professionalism, commitment, and a desire to deliver "come what may" have typified the section's work. The section, through this plan and in context with the Divisional Corporate Framework, and Employee Development Reviews, further sets out to achieve greater community consultation and drive for increased quality. We will respond to change and continue to work in partnership, taking positive action to protect, improve and sustain the local environment and maintain a culture of continuous improvement.

The role of Corporate Health & Safety is now included within the Sections responsibility which compliments well with Waste Management activities & the wider operation of the Depot in terms of front line operational services. The aim for Corporate Health & safety will be to examine existing polices, raise the profile & culture of H&S, develop more robust systems, & look at Corporate training. The re-establishment of the H&S Committee is an important step in this direction.

Over the forthcoming year the section will face the challenge of reorganisation, continued drivers to reduce costs and improve operational efficiency, coupled with the introduction of revised service patterns to the collection of waste for the general public.

<b>Part B. What we didn't do – Service targets that we did not meet in 2008/09</b>				
<b>Ref.</b>	<b>Action</b>	<b>Due Date</b>	<b>Explanation &amp; Proposed Action</b>	<b>Lead Officer</b>
N/A	N/A	N/A	N/A	N/A

- Part C. Service Outcomes for 2009/10 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)**
- All performance Indicators are achieved
  - The adopted revised collection method is successfully delivered complete with planned budgetary savings
  - All staff feel informed and are aware of what is expected of them – this delivered via Regular Team Briefing Sessions
  - The revised Joint Municipal Waste Strategy for Herefordshire and Worcestershire is delivered, according to the agreed plan
  - The in-house plan to reduce operating costs is agreed and delivered
  - All staff EDR's are completed as planned
  - Staff sickness is managed to achieve an Improved Performance on previous years
  - Health and Safety systems are adopted to widen and improve the established procedures and general culture in place

**Agenda Item No. 8  
Appendix E**

<b>Part D. Service Actions for 2009/10 – What we plan to do</b>						
<b>What (Issue / Service Area)</b>	<b>How</b>	<b>When</b>	<b>Who</b>	<b>Measures *</b>	<b>Resources</b>	<b>Links **</b>
24. Service Continuity	Review Service Continuity Plans	Sept 2009	S. Brant	Plan	Time	A Well Run and Responsive Council
25. Communication	Team Update Meetings	Ongoing	S. Brant	Actions	Time	A Well Run and Responsive Council
	Staff Team Brief Meetings	Ongoing	S. Brant	Staff	Time	
	Action annual promotions calendar – liaise with WCC waste/promotions team/internal and external partners	May 2009	J. Duffield	Plan	Revenue	
	Draft Christmas 2009/10 operations plan	July 2009	S. Brant J. Rhodes	Plan	Revenue	
26. Monitor and address performance issues	Collect and input performance data	Ongoing	S. Brant J. Duffield R. Cox	PI-NI 191 PI-NI 192 PI-NI 193 PI-LP10 PI-M10 PI-M11 PI-M12 PI-M13 PI-M14	Time	A Well Run and Responsive Council
	Monitor/address management issues	Ongoing	All	Outcome	Time	
27. Recycling service	Re-schedule service following scrutiny review group	TBC	S. Brant	Plan	Time	A Sustainable Environment
	Order new vehicles	TBC	S. Brant/ M. Phipps	Plan	Capital	
	Dispose of old recycling vehicles	TBC	S. Brant/ M. Phipps	Plan	Revenue	
	Order new bins	TBC	S. Brant	Plan	Capital	

**Agenda Item No. 8  
Appendix E**

Recycling service	Draft revised recycling/refuse rounds	TBC	J. Rhodes/ R/O	Plan	Time	A Sustainable Environment
	Input data to management system	TBC	J. Rhodes/ R/O	Plan	Time	
	Draft promotional campaign	TBC	J. Duffield/ R. Cox	Plan	Revenue	
	Produce information literature	TBC	J. Duffield/ R. Cox	Plan	Revenue	
	Implement revised crew staffing structure	TBC	S. Brant/ J. Rhodes	Plan	Time	
	Distribute information literature to households	TBC	S. Brant/ J. Rhodes	Plan	Revenue	
	Press & PR campaign	TBC	All	Plan	Revenue	
	Link to festive operating arrangements	TBC	All	Plan	Revenue	
	Launch new collection rounds	TBC	All	Plan	Time	
28. Sustainable Environment	Support Sustainability Working Group	Ongoing	J. Duffield/ R. Cox	Plan	Time	A Sustainable Environment
	Link work to promotions plan	Ongoing	J. Duffield/ R. Cox	Plan	Time	
	Review Rocket food waste processor	June 2009	J. Duffield	Outcome	Revenue	
	Liaise with Sustainability Team and develop joint promotions plan – link to promotions plan	May 2009	J. Duffield	Plan	Time	
29. Municipal Waste Strategy	Assist county with revision document	July 2009	S. Brant	Plan	Time	A Sustainable Environment
	Maintain targets/principles and policies	Ongoing	All	Plan	Time	
30. In-house recycling	Review in-house collection/promotions	May 2009	J. Duffield	Outcome	Time	A Sustainable Environment
	Monitor ongoing service	Ongoing	J. Duffield/ R. Cox	Outcome	Time	

**Agenda Item No. 8  
Appendix E**

31. Reduce Operating costs	Examine current operating rounds	April 2009	J. Rhodes	Outcome	Time	A Well Run and Responsive Council
	Examine trade rounds	April 2009	J. Rhodes	Outcome	Time	
	Reduce unnecessary overtime	Ongoing	J. Rhodes	Outcome	Time	
	Reduce vehicle cleaning operation	Ongoing	J. Rhodes	Outcome	Time	
	Introduce co-mingled sorting on recycling crews at opening of WCC Enviro-sort facility	Nov 2009	S. Brant/ J. Rhodes	Outcome	Time	
32. Staff Training	Undertake full induction of all contracted staff	Dec 2009	J. Rhodes	Forms	Time	A Well Run and Responsive Council
	Undertake full induction of agency staff	Dec 2009	J. Rhodes	Plan	Time	
33. Sickness Management	Monitor sickness levels	Ongoing	S. Brant/ J. Rhodes	PI-LP10	Time	A Well Run and Responsive Council
	Maintain policy – review staff	Ongoing	S. Brant/ J. Rhodes	PI-LP10	Time	
34. EDR's	Complete all staff EDR's	Sept 2009	S. Brant/ J. Rhodes	Forms	Time	A Well Run and Responsive Council
	Issue Targets	March 2010	S. Brant/ J. Rhodes	Forms	Time	
	Review EDR's	March 2010	S. Brant/ J. Rhodes	Forms	Time	
	Complete MCF where necessary	March 2010	S. Brant	Forms	Time	
35. Training Needs	Compile annual training needs	April 2009	S. Brant/ J. Rhodes	Forms	Revenue	A Well Run and Responsive Council
	Draft annual training plan	April 2009	S. Brant	Forms	Revenue	
36. Driver Training Programme	Monitor non-routine vehicle repairs	Ongoing	P. Brant	PI-M10	Time	A Well Run and Responsive Council
	Undertake annual driver assessments	Dec 2009	P. Brant	Forms	Time	
	Ongoing management of the driver infringement system	Ongoing	J. Rhodes/ P. Brant	Actions	Time	

**Agenda Item No. 8  
Appendix E**

37. Health and Safety Management	Review H & S Policy	April 2009	S. Brant	Plan	Time	A Well Run and Responsive Council
	Draft H & S Training Plan	May 2009	S. Brant	Plan	Time	
	Review Web Site	June 2009	S. Brant	Plan	Time	
	Set up H & S Forum	June 2009	S. Brant	Plan	Time	
	Review H & S forms	June 2009	S. Brant	Plan	Time	
38. Risk Management	Action issued under personal action plan	Ongoing	S. Brant	Plan	Time	A Well Run and Responsive Council
	Attend risk management working group team	Ongoing	S. Brant	Plan	Time	

\* National Indicator, Local Indicator, attendance levels, satisfaction levels, Service Standard etc.

\*\* Corporate Plan Aim & / or Priority, Community Strategy Theme & / or Priority, LAA, other Services Plans / Strategies.

<b>Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPs)</b>						
PI Code	Description	2008/09 Performance	Target			Lead Officer
			2009/10	2014/15	2019/20	
NI 191	Residual household waste-kg's per household	560.2 kg	550kg's*	535kg's	453 kg's	S. Brant
NI 192	Household waste recycled and composted	28.42%	28.5%*	45%	50%	S. Brant
NI 193	Municipal waste land filled-County Target	TBC	53%*	67%	75%	S. Brant
RS LP10	Working days lost to sickness	4.58%	5%	5%	5%	S. Brant
RS LP11	Number of non routine vehicle repairs	4	No target - Measurement			M. Phipps
RS LP12	Cost of non routine vehicle repairs	£2,060	No target - Measurement			M. Phipps
RS LP13	Number of repairs to vehicles due to operator error	4	No target - Measurement			M. Phipps
RS LP14	Cost of repairs to vehicles due to operator error	£2,060	No target - Measurement			M. Phipps
RS LP15	Incidents of fleet involved in insurance claim	1	No target - Measurement			M. Phipps

\* Note from Director of Resources - it will be extremely challenging / difficult for the Council to meet these targets given the current economic position and also that we are not introducing changes to waste/recycling until next year.

**Agenda Item No. 8**  
**Appendix E**

<b>Part F. Service Risks</b>					
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Status</b>	<b>Management</b>	<b>Lead Officer</b>
Depot relocation does not go ahead	Green	Green	100%	SMT	AD
Change processes are not managed effectively	Red	Red	100%	SMT	AD
Staff unable to deliver the expectations placed upon them	Amber	Amber	100%	SMT	KB
Unable to recruit staff	Green	Green	100%	DMT	PH
BCM plans not embedded	Green	Green	100%	SMT	KB
Unable to meet targets / PI's	Amber	Amber	100%	SMT	KB
Unable to meet all the legislative requirements/ service demands	Amber	Amber	100%	SMT	AD
Unable to effectively resource internal projects-skills/capacity	Red	Red	100%	DMT	SJ
Health & Safety policies & procedures are not robust	Amber	Amber	100%	DMT	SB
ICT systems fall over	Green	Green	100%	SMT	TJ
Do not meet expectations	Amber	Amber	100%	DMT	AD
Partnership approach is not successful/robust	Green	Green	100%	SMT	AD

<b>Part G. Training – what training is needed to achieve our Service outcomes?</b>					
<b>Required Training</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>	<b>Cost</b>	<b>Expected Outcome</b>
NVQ Level 4-Occupational H&S	E.S.M.	2009/10	Training Budget	£750	Member Of IOSH Management
WAMITAB Registration	W.M.O	2009/10	Training Budget	£205	WAMITAB Registration
Digital Tacho-Graph Instruction	W.M.S	2009/10	Training Budget	£750	RTITB Instructor
Manual Handling	F.L.O x 57	2009/10	Training Budget	£175 P/C	Operator H&S Training
Reversing assistant	F.L.O x 57	2009/10	Training Budget	£175 P/C	Operator H&S Training
PPE	F.L.O x 10	2009/10	Training Budget	£175 P/C	Operator H&S Training
COSHH	F.L.O x 9	2009/10	Training Budget	£175 P/C	Operator H&S Training
Safe Working On The Highway	F.L.O x 10	2009/10	Training Budget	£175 P/C	Operator H&S Training
Asbestos	F.L.O x 11	2009/10	Training Budget	£175 P/C	Operator H&S Training
Sharps Training	F.L.O x 20	2009/10	Training Budget	£175 P/C	Operator H&S Training
Handling Violence	F.L.O x 10	2009/10	Training Budget	£175 P/C	Operator H&S Training
Emergency First Aid	F.L.O x 36	2009/10	Training Budget	£175 P/C	Operator H&S Training

<b>Part H. Consultation – what consultation will we undertake in 2009/10</b>						
<b>Consultation Issue &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method &amp; Geographical Area</b>	<b>Who &amp; Numbers</b>	<b>When</b>	<b>In-house or out sourced</b>  <b>Resources</b>	<b>Results</b> When will the results be available and where will they be reported
N/A	N/A	N/A	N/A	N/A	N/A	N/A

<b>Part I. Communication – how will we be communicating with our stakeholders in 2009/10</b>					
<b>Communication &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method</b>	<b>Who</b>	<b>When</b>	<b>In-house or out sourced</b>  <b>Resources</b>
Mang'ment Team	Ongoing / Festive period 2009/10	Local media	Man-Team	Ongoing	In-house

<b>Part J. Resources and budget</b>			
<b>Current FTE Employees</b>	<b>Current Assets</b>		
<b>Future Asset Requirements: 2009-2012</b>	*Refuse Freighter	x2 (2011/12)	*Refuse Freighter 26T x 4
	*Small Refuse Freighter	x1 (2009/10)	*Refuse Freighter Reserve 26T x 1
	*Small Refuse Freighter	x1 (2010/11)	*Refuse Freighter 23T x 2
	*Recycling Freighter	x10 (2010/11)	* Refuse Freighter Trade 18T x 1
	*Small Recycling Freighter	x1 (2010/11)	* Refuse Freighter Reserve 18T x 2
			* Refuse Freighter 7.5T x 2 (Inc Bulky Vehicle)
		* Refuse Freighter Reserve 7.5T x 1	
		* Recycling Freighter 18T x 9	
		* Recycling Freighter Reserve 18T x 2	
		* Recycling Freighter 12T x 2	
		* Recycling Freighter 7.5T x 1	
<b>Expenditure</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
A001 Collection Of Domestic Waste	609,570	476,350	475,950
A005 Kerbside Recycling (Recycled Matter)	1,399,040	1,279,950	1,417,720
A010 Recycling Activities	(39,700)	(39,700)	(39,700)
<b>TOTAL</b>	<b>1,968,910</b>	<b>1,716,600</b>	<b>1,853,970</b>



## Service Business Plan 2009/10

Business Plan approved and signed-off by:

Cabinet Member

*Nathan Pearson*  
.....

Director of Resources

*Mr. Bullard*  
.....

Corporate Management Team  
(on behalf of)

*Mr. Selin.*  
.....

Date

.....26<sup>th</sup> June 2009.....



## Service Business Plan 2009/10

<b>Service</b>	ICT	<b>Service Manager</b>	Name	Dave Johnson	
		<b>Director</b>	Tel	01562 732138	
<b>Directorate</b>	Resources		<b>Cabinet Member</b>	E-mail	<a href="mailto:dave.johnson@wyreforestdc.gov.uk">dave.johnson@wyreforestdc.gov.uk</a>
		Name		David Buckland	
				Tel	01562 732100
				E-mail	<a href="mailto:david.buckland@wyreforestdc.gov.uk">david.buckland@wyreforestdc.gov.uk</a>
				Name	Cllr. Nathan Desmond
				E-mail	<a href="mailto:nathan.desmond@wyreforestdc.gov.uk">nathan.desmond@wyreforestdc.gov.uk</a>

Content		
Part A	Service Overview – what we do	Page 2
Part B	What we didn't do – Service targets that we did not meet in 2008/09	Page 2
Part C	Service Outcomes for 2009/10	Page 2
Part D	Service Actions for 2009/10	Pages 3 – 5
Part E	Performance Indicators	Page 5
Part F	Service Risks	Page 6
Part G	Training	Page 6
Part H	Consultation	Page 6
Part I	Communication	Page 7
Part J	Budget	Page 7

**Part A. Service Overview – what we do**

The ICT section is responsible for supporting and enhancing the Council's ICT facilities, in particular the integrated voice and data network. The service covers both hardware and software. Hardware includes PCs, laptops, servers, telephone switches, telecommunications equipment and associated circuits. Software covers diverse areas such as network management, e-mails, website and business systems.

**Part B. What we didn't do – Service targets that we did not meet in 2008/09**

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
	Not Applicable			

**Part C. Service Outcomes for 2009/10 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)**

C or A	Outcome
C	To continue to implement the ICT Strategy approved by Council in July 2008

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.
- A** Aspiration - desirable service / project which would be beneficial but not essential

**Agenda Item No. 8  
Appendix E**

<b>Part D. Service Actions for 2009/10 – What we plan to do</b>							
<b>What</b> (Issue / Service Area)	<b>How</b> (Commitment or Aspiration)		<b>When</b>	<b>Who</b>	<b>Measures</b> *	<b>Cost Code &amp; Expenditure</b>	<b>Links **</b>
39. ICT Strategy	C	To continue with the implementation of the ICT Strategy approved by Council in July 2008, in line with the SOCITM recommendations. Including the SAN virtualisation	Jul 10	Director of Resources/ ICT Manager	Detailed within the Strategy	£2.4m allocated to Capital	A Well Run and Responsive Council
		Thin Client – Housing Grants	31/10/09				
		EDRMS & Thin Client – Building Control	31/10/09				
		Thin Client – web dev. & bookings application	31/10/09				
		EDRMS & Thin Client – Council Tax	31/12/09				
		Thin Client – Land Charges	31/12/09				
		Thin Client – HR/Payroll	31/01/10				
		Thin Client – Agresso	31/01/10				
		Thin Client – Benefits	31/03/10				
		Replace existing servers	31/03/10				
40. Electronic Document and Records Management	C	To continue with implementing and assisting of setting up a corporate information system and indexing scheme. To assist with movement towards a central scanning service	On-going	ICT Manager	TBC	Included in ICT Strategy Costs	A Well Run and Responsive Council
41. Single Site	C	To work with the Single Site project team to ensure that	Sep 11	ICT Manager	TBC	Included in ICT Strategy	A Well Run and Responsive Council

**Agenda Item No. 8  
Appendix E**

		the new facility has ICT assets required				Costs (c.£800k)	
42. Self Service	C	To assist with the introduction of new and enhanced electronic forms for use by customers and council employees.	On-Going	Colin Penhallow	TBC	Included in ICT Strategy Costs	A Well Run and Responsive Council
43. Mobile and Home Working	C	To set up pilots for mobile and home working in liason with HR. To identify suitable technology and protect against potential information security issues for Homeworkers	On-going	ICT Manager / Colin Penhallow	TBC	Included in ICT Strategy Costs	A Well Run and Responsive Council
44. Members ICT	C	To continue to implement the requirements arising from the Government Connect's GCSX Code of Connection, including encryption, 2 factor authentication, and monitoring internet access.	On-going	Colin Penhallow	TBC	Within existing Resources	A Well Run and Responsive Council
45. Intranet	A	To assist with the introduction of a new Intranet System	Oct 09	ICT Manager / Colin Penhallow		Within existing resources	A Well Run and Responsive Council
46. Internet	C	Implementation of new content management system	Dec 09	Colin Penhallow	TBC	Within existing resources	A Well Run and Responsive Council
47. E-Procurement	C	To assist with the implementation of e-procurement to enable electronic purchase order processing	Nov 09	ICT Manager/ Financial Services Manager		£100k, included within Capital Programme	A Well Run and Responsive Council

**Agenda Item No. 8  
Appendix E**

48. Networking	C	To review and implement arrangements in relation to the provision of Network Services	May 09	ICT Manager / Steve Boddey	On-going provision	C£26k pa	A Well Run and Responsive Council
49. Internal Working Arrangements	C	To review internal working arrangements in respect of issues including the implementation of Project in a Box and Helpdesk	Oct 09	ICT Manager		Within existing resources	A Well Run and Responsive Council

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential  
 \* National Indicator, Local Indicator, attendance levels, satisfaction levels, Service Standard etc.  
 \*\* Corporate Plan Aim & / or Priority, Community Strategy Theme & / or Priority, LAA, other Services Plans / Strategies

<b>Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)</b>							
PI Code	Description (Commitment or Aspiration)		2008/09 Performance	Target			Lead Officer
				2009/10	2010/11	2011/12	
RE LP16	C	IT1(a)1 Number of visitors to the Council's website. <b>(ACTIVITY)</b>	TBC	TBC	TBC	TBC	Colin Penhallow
RE LP17	C	IT(a)2a Website rating	TBC	TBC	TBC	TBC	Colin Penhallow
RE LP18	C	Contracted hours when the Council's critical IT servers are available	TBC	TBC	TBC	TBC	Dave Johnson
RE LP19		ICT Incidents resolved within agreed timescales	TBC	TBC	TBC	TBC	Dave Johnson

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential

**Agenda Item No. 8  
Appendix E**

<b>Part F. Service Risks</b>					
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Status</b>	<b>Management</b>	<b>Lead Officer</b>
Significant failure of the voice and data ICT network	High	Significant	Under review	A Disaster Recovery (DR) test was undertaken on the hub telephony lines w/e 14/9/08. A managed DR was undertaken with site assurance from BT, whilst the technology was in place this was the first test where the lines 'taken down' and re-instated. The system was found to be resilient	Dave Johnson
Specific risk log established for individual projects					
Failure of Individual Application Servers	High	Significant		A DR contract in place with ICM for Business Continuity Service with a 4 Hr response time and 2 on or off site test per of 2 days duration.	

<b>Part G. Training – what training is needed to achieve our Service outcomes?</b>					
<b>Required Training</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>	<b>Cost</b>	<b>Expected Outcome</b>
To be identified through the EDR process and Implementation of the ICT strategy					

<b>Part H. Consultation – what consultation will we undertake in 2009/10</b>						
<b>Consultation Issue &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method &amp; Geographical Area</b>	<b>Who &amp; Numbers</b>	<b>When</b>	<b>In-house or out sourced Resources</b>	<b>Results</b> When will the results be available and where will they be reported
NONE						

**Agenda Item No. 8  
Appendix E**

<b>Part I. Communication – how will we be communicating with our stakeholders in 2009/10</b>					
<b>Communication &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method</b>	<b>Who</b>	<b>When</b>	<b>In-house or out sourced</b>  <b>Resources</b>
N/A					

<b>Part J. Resources and budget</b>				
<b>Current FTE Employees</b>	13 FTE	<b>Current Assets</b>	See separate Asset Log	
<b>Future Asset Requirements</b>	All detailed within the ICT Strategy			
<b>Expenditure</b>				
	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	
Employees	498,980	513,460	528,140	
Premises	49,070	50,870	53,210	
Transport	3,400	3,400	3,400	
Supplies and Services	633,890	624,440	624,840	
Support Services	42,000	43,810	44,870	
Capital Charges	213,950	177,340	230,250	
<b>TOTAL</b>	<b>1,441,290</b>	<b>1,413,320</b>	<b>1,484,710</b>	



## Service Business Plan 2009/10

Business Plan approved and signed-off by:

Cabinet Member

*Nathan Pearson*

.....

Director of Resources

*Mr. Bullard*

.....

Corporate Management Team  
(on behalf of)

*Mr. Selin.*

.....

Date

.....26<sup>th</sup> June 2009.....



## Service Business Plan 2009/10

<b>Service</b>	Payroll Services	<b>Service Manager</b>	Name	Teresa Rudd
			Tel	01562 732764
			E-mail	<a href="mailto:teresa.rudd@wyreforestdc.gov.uk">teresa.rudd@wyreforestdc.gov.uk</a>
		<b>Director</b>	Name	David Buckland
			Tel	01562 732100
			E-mail	<a href="mailto:david.buckland@wyreforestdc.gov.uk">david.buckland@wyreforestdc.gov.uk</a>
<b>Directorate</b>	Resources	<b>Cabinet Member</b>	Name	Cllr. Nathan Desmond
			E-mail	<a href="mailto:nathan.desmond@wyreforestdc.gov.uk">nathan.desmond@wyreforestdc.gov.uk</a>

<b>Content</b>		
Part A	Service Overview – what we do	Page 2
Part B	What we didn't do – Service targets that we did not meet in 2008/09	Page 2
Part C	Service Outcomes for 2009/10	Page 2
Part D	Service Actions for 2009/10	Page 3
Part E	Performance Indicators	Page 4
Part F	Service Risks	Page 4
Part G	Training	Page 5
Part H	Consultation	Page 5
Part I	Communication	Page 5
Part J	Budget	Page 6

**Part A. Service Overview – what we do**

The provision of payroll service for all staff (c470 officers) and Members (c.42) of the Council. All payments are made in line with the Terms and Conditions of employments and in line with the UK Tax laws,  
 The service provides advice and guidance in relation to Pensions, Benefits. The role also facilitates the deduction from salary of items such as Give as You Earn, Union subscriptions, and the administration the nursery voucher scheme.  
 The management and control of CHRIS (Complete Human Resources Information System), along with associated training.

**Part B. What we didn't do – Service targets that we did not meet in 2008/09**

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
	Not Applicable			

**Part C. Service Outcomes for 2009/10 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)**

C or A	Outcome
C	To pay staff and Members on time and accurately

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.
- A** Aspiration - desirable service / project which would be beneficial but not essential

**Agenda Item No. 8  
Appendix E**

<b>Part D. Service Actions for 2009/10 – What we plan to do</b>							
<b>What</b> (Issue / Service Area)	<b>How</b> (Commitment or Aspiration)		<b>When</b>	<b>Who</b>	<b>Measures</b> *	<b>Cost Code &amp; Expenditure</b>	<b>Links **</b>
50. Training	C	To fully train all admin officers in the relevant aspects of the CHRIS payroll system	Sep 09	Payroll Manager	n/a	Existing Resources	A Well Run and Responsive Council
51. Comprehensive Area Assessment	C	a. To investigate working more closely with the County Council in relation to the potential provision of payroll services	Oct 09	Payroll Manager/ Director of Resources	n/a	Existing Resources	A Well Run and Responsive Council
		b. Consider the provision of payroll services to other public bodies	Oct 09	Payroll Manager/ Director of Resources	n/a	Existing Resources	A Well Run and Responsive Council
52. Benchmarking	A	To participate in the CIPFA benchmarking club in relation to payroll services	Mar 10	Payroll Manager	n/a	£400	A Well Run and Responsive Council
53. Restructure	C	To fully integrate the payroll service within the Resources Directorate	Jul 09	Payroll Manager/ Director of Resources	n/a	Existing Resources	A Well Run and Responsive Council

**C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.

**A** Aspiration - desirable service / project which would be beneficial but not essential

**\*** National Indicator, Local Indicator, attendance levels, satisfaction levels, Service Standard etc.

**\*\*** Corporate Plan Aim & / or Priority, Community Strategy Theme & / or Priority, LAA, other Services Plans / Strategies

<b>Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)</b>							
PI Code	Description (Commitment or Aspiration)		2008/09 Performance	Target			Lead Officer
				2009/10	2010/11	2011/12	
RE LP20	C	% of employees paid by the due date	100%	100%	100%	100%	Payroll Manager
RE LP21	C	PAYE monies paid	100%	100%	100%	100%	Payroll Manager
RE LP22	C	% of P60s issued by due date	100%	100%	100%	100%	Payroll Manager
RE LP23	C	Payroll accuracy rates	99.9%	99.9%	99.9%	99.9%	Payroll Manager

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential

<b>Part F. Service Risks</b>					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Knowledge in one person	Critical	Significant	Alert	Consider shared service with County, also investigate sharing knowledge within service	Payroll Manager
Changes in Tax regime	Marginal	Significant	Alert	Arrangements are in place with the providers of payroll software to provide updates as required	Payroll Manager
Aging printer for payslips	Marginal	High	Alert	Backup printer is available, however, a review will be required for the future provision of payslips	Payroll Manager

<b>Part G. Training – what training is needed to achieve our Service outcomes?</b>					
<b>Required Training</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>	<b>Cost</b>	<b>Expected Outcome</b>
On-going review of changes in legislation etc undertaken	Payroll Manager	On-going	n/a	n/a	To ensure that the Council continues to provide payroll services in line with current legislation.

<b>Part H. Consultation – what consultation will we undertake in 2009/10</b>						
<b>Consultation Issue &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method &amp; Geographical Area</b>	<b>Who &amp; Numbers</b>	<b>When</b>	<b>In-house or out sourced</b> <b>Resources</b>	<b>Results</b> When will the results be available and where will they be reported
NONE						

<b>Part I. Communication – how will we be communicating with our stakeholders in 2009/10</b>					
<b>Communication &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method</b>	<b>Who</b>	<b>When</b>	<b>In-house or out sourced</b> <b>Resources</b>
N/A					

**Agenda Item No. 8  
Appendix E**

<b>Part J. Resources and budget</b>			
<b>Current FTE Employees</b>	2.4	<b>Current Assets</b>	
<b>Future Asset Requirements</b>			
<b>Expenditure</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Currently part of Human Resources Admin, budgets need to be split			
<b>TOTAL</b>			



## Service Business Plan 2009/10

Business Plan approved and signed-off by:

Cabinet Member

*Nathan Pearson*  
.....

Director of Resources

*Mr. Bullard*  
.....

Corporate Management Team  
(on behalf of)

*Mr. Selin.*  
.....

Date

.....26<sup>th</sup> June 2009.....



## Service Business Plan 2009/10

<b>Service</b>	Revenues and Benefits	<b>Service Manager</b>	Name Val Upton Tel 732620 E-mail <a href="mailto:val.upton@wyreforestdc.gov.uk">val.upton@wyreforestdc.gov.uk</a>
		<b>Director</b>	Name David Buckland Tel 732100 E-mail <a href="mailto:david.buckland@wyreforestdc.gov.uk">david.buckland@wyreforestdc.gov.uk</a>
<b>Directorate</b>	Resources	<b>Cabinet Member</b>	Name Cllr. Nathan Desmond E-mail <a href="mailto:nathan.desmond@wyreforestdc.gov.uk">nathan.desmond@wyreforestdc.gov.uk</a>

Content		
Part A	Service Overview – what we do	Page 2
Part B	What we didn't do – Service targets that we did not meet in 2008/09	Page 2
Part C	Service Outcomes for 2009/10	Page 2
Part D	Service Actions for 2009/10	Pages 3 - 4
Part E	Performance Indicators	Page 5
Part F	Service Risks	Page 6
Part G	Training	Page 6
Part H	Consultation	Page 7
Part I	Communication	Page 7
Part J	Budget	Page 8

**Part A. Service Overview – what we do**

**Revenues**

Provide an efficient and cost effective collection in respect of Council Tax and Business Rates.

**Benefits**

Provide a quality Benefit (Housing Benefit and Council Tax Benefit) administrative service to Customers in accordance with legislation. This includes working with partners including the Department for Work and Pensions (DWP); Jobcentre Plus; Pension Service; The Rent Service and the H.M.R.C to provide the service required.

**Part B. What we didn't do – Service targets that we did not meet in 2008/09**

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
A9	Undertake Customer Survey	March 09	Increased workload due to current economic climate meant that resources had to be re-directed	Revenues & Benefit Manager

**Part C. Service Outcomes for 2009/10 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)**

C or A	Outcome
C	Making sure that the Benefit Service reaches vulnerable residents within Wyre Forest and ensures that they receive the benefits that they are entitled to.
C	Prompt payment of Benefit to help Customers avoid financial hardship
C	Recovery of Benefit overpayments to create income for the Authority
C	Maximum collection of Council Tax and Business Rates

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential

<b>Part D. Service Actions for 2009/10 – What we plan to do</b>							
<b>What</b> (Issue / Service Area)	<b>How</b> (Commitment or Aspiration)		<b>When</b>	<b>Who</b>	<b>Measures</b> *	<b>Cost Code &amp; Expenditure</b>	<b>Links **</b>
<b>Council Tax</b> 54. Ensure a prompt and efficient collection service in accordance with the Local Government Finance Act 1992	C	Set Council Tax each year	11 <sup>th</sup> March	Revenues and Benefits Manager	BV 9	R310	A Well Run & Responsive Council
	C	To issue all annual bills	1 <sup>st</sup> April				
	C	To issue other bills within 15 working days of receiving proper notification	To carry out continuous review				
	C	The cost of collecting Council Tax per chargeable dwelling to be below average	To carry out continuous review				
	C	To maximise the Council Tax collection level each year	To carry out continuous review				
	A	Increase Direct Debit Payers to 25,000	March 2010				
<b>NNDR (Business Rates)</b> 55. Ensure a prompt and efficient collection service in accordance with the Local Government Finance Act 1992	C	To issue all annual bills	1 <sup>st</sup> April	Revenues and Benefits Manager	BV 10	R310	A Well Run & Responsive Council
	C	To issue other bills within 15 working days of receiving proper notification	To carry out continuous review				
	C	The cost of collecting business rates per chargeable property	To carry out continuous review				
	C	To maximise the business rates collection level each year	To carry out continuous review				

**Agenda Item No. 8  
Appendix E**

<b>Benefits</b> 56. To provide an effective and secure Benefit (Housing and Council Tax Benefits) administrative service to Customers in accordance with legislation.	C	Undertake a minimum of 4% accuracy checks on assessments	Ongoing	Revenues and Benefits Manager	NI 180 NI 181	R325	A Well Run & Responsive Council
	C	To utilise both the DWP Data Matching Service and have a proactive Intervention Plan.	Monthly				
	C	To identify and effect recovery of monies due within legislation and current Policy	Monthly				
	C	To prepare subsidy claims and supporting papers, DWP statistics in accordance with legislation	Monthly				
<b>Benefits</b> 57. To minimise the time taken to process all benefit claims and thereby ensure that a backlog is not created.	A	Carry out a review of working practices	October 2009				
<b>Benefits</b> 58. Seek continuous improvement by way of efficiency savings and value for money improvements in line with Best Value principles including working in partnership	C	To review working practices and procedures in line with KLOE's	October 2009				
	A	To review existing and consider new technology to aid in the improvement and efficiencies to the service	February 2010				

**Agenda Item No. 8  
Appendix E**

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential  
 \* National Indicator, Local Indicator, attendance levels, satisfaction levels, Service Standard etc.

<b>Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)</b>							
PI Code	Description (Commitment or Aspiration)		2008/09 Performance	Target			Lead Officer
				2009/10	2010/11	2011/12	
NI 180	C	The Right Benefit Indicator	Not Available	1110	1200	1300	Revenue and Benefits Manager
NI 181	C	The Right Time Indicator	12.83 days	13 days*	13 days	13 days	
RE LP24	C	% of Council Tax Collected	98.34%	98.40%*	98.40%	98.40%	
RE LP25	C	% of Non Domestic Rates Collected	98.46%	98.5%*	98.5%	98.5%	
RE LP26	A	% New Claims > 50 days	13.48%	12%	11%	10%	
RE LP27	C	% New Claims Decided in 14 days	89.24%	90%*	90%	93%	
RE LP28	C	% New Claims Paid on Time	96.61%	96.6%*	96.6%	97%	
RE LP29	C	% Claims Accurately Processed	96.97%	99%	99%	99%	
RE LP30	C	% Overpayments Recovered against Balance	31.98%	32%*	32%	32%	
RE LP31	A	Number of Visits	1148	N/A	N/A	N/A	
RE LP32	A	Number of Fraud Referrals	438	440*	440	440	
RE LP33	C	Number of Fraud Investigations	275	280	287	293	
RE LP34	C	Number of Sanctions	60	55	57	60	
RE LP35	C	Cost Per Claim	£30.79	£30.00	£29.00	£28.00	

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential

\* Note from Director of Resources - it will be extremely challenging / difficult for the Council to meet these targets given the current economic

**Agenda Item No. 8  
Appendix E**

<b>Part F. Service Risks</b>					
<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Status</b>	<b>Management</b>	<b>Lead Officer</b>
Failure to make correct payments in accordance with relevant legislative requirements	Critical	Very Low	Warning	Controlled	Val Upton
Failure to accurately reclaim monies due to the Authority via the DWP Initial; Mid Year and Final Claims.	Critical	Very Low	Warning	Controlled	Val Upton
Overpayment /recovery of Housing Benefit	Marginal	Very Low	OK	Controlled	Val Upton
Council fails to set Council Tax	Critical	Almost Impossible	OK	Controlled	Val Upton
Insufficient budget to achieve collection targets	Marginal	Very Low	OK	Controlled	Val Upton
Insufficient staff capacity to achieve collection targets	Marginal	Very Low	OK	Controlled	Val Upton
Legislative changes make job more difficult e.g. rates on empty premises	Marginal	Significant	Alert	Uncontrolled	Val Upton

<b>Part G. Training – what training is needed to achieve our Service outcomes?</b>					
<b>Required Training</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>	<b>Cost</b>	<b>Expected Outcome</b>
Keeping up to date with Legislation	Benefit Section	Quarterly	External Trainer	£2200 per annum for the Section	Benefit Service will continue to meet legislative requirements
Keeping up to date with Legislation	Revenues Section	Half Yearly	External Trainer	£1100 per annum for the Section	Revenues Service will continue to meet legislative requirements

**Agenda Item No. 8  
Appendix E**

<b>Part H. Consultation – what consultation will we undertake in 2009/10</b>						
<b>Consultation Issue &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method &amp; Geographical Area</b>	<b>Who &amp; Numbers</b>	<b>When</b>	<b>In-house or out sourced</b>  <b>Resources</b>	<b>Results</b> When will the results be available and where will they be reported
How would stakeholders like to see the Benefits Service develop	Discretionary Expected as part of KLOE's "A Well Run & Responsive Council"	Postal Survey Wyre Forest	Benefit Customers; Landlords; Hub	2009/10	In-house Officer Time	March 2010 Director of Resources

<b>Part I. Communication – how will we be communicating with our stakeholders in 2009/10</b>					
<b>Communication &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason</b> <b>Corporate Plan Aim &amp; / or Priority</b>	<b>Method</b>	<b>Who</b>	<b>When</b>	<b>In-house or out sourced</b>  <b>Resources</b>
Council Tax Leaflet	Statutory  Inform residents of how their Council Tax is spent  'A Well Run & Responsive Council'	Leaflet sent with Council Tax bills	Residents	April 2010	In-house  Existing budget
Cut Your Council Tax Leaflet	Discretionary Inform residents on the financial help they can receive for Council Tax 'A Well Run & Responsive Council'	Leaflet sent with Council Tax bills	Residents	April 2010	In-house  Existing budget
Help with your Rent	Discretionary Inform residents on the financial help they can receive for their rent 'A Well Run & Responsive Council'	Leaflet sent in consultation with Landlords	Residents	Ongoing 2009/10	In-house  Existing budget

<b>Part J. Resources and budget</b>			
<b>Current FTE Employees</b>	Revenues: 16 Benefits: 34.77	<b>Current Assets</b>	
<b>Future Asset Requirements</b>			
<b>Expenditure</b>			
	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Salaries Revenues R310	430,830	442,890	454,740
Salaries Benefits R325	985,600	1,014,240	1,041,010
<b>TOTAL</b>	<b>1,416,430</b>	<b>1,457,130</b>	<b>1,495,750</b>

Revenues salaries does not reflect the loss of two posts from 01/04/09



## Service Business Plan 2009/10

Business Plan approved and signed-off by:

Cabinet Member

*Nathan Pearson*  
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Director of Resources

*Mr. Bullard*  
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Corporate Management Team  
(on behalf of)

*Mr. Selin.*  
.....

Date

.....26<sup>th</sup> June 2009.....



## Service Business Plan 2009/10

<b>Service</b>	Concessionary Travel & Support Services	<b>Service Manager</b>	Name	Chris Baylie	
		<b>Director</b>	Tel	01562 732126	
<b>Directorate</b>	Resources		<b>Cabinet Member</b>	E-mail	<a href="mailto:christine.baylie@wyreforestdc.gov.uk">christine.baylie@wyreforestdc.gov.uk</a>
		Name		David Buckland	
				Tel	01562 732100
				E-mail	<a href="mailto:david.buckland@wyreforestdc.gov.uk">david.buckland@wyreforestdc.gov.uk</a>
				Name	Cllr. Nathan Desmond
				E-mail	<a href="mailto:nathan.desmond@wyreforestdc.gov.uk">nathan.desmond@wyreforestdc.gov.uk</a>

Content		
Part A	Service Overview – what we do	Page 2
Part B	What we didn't do – Service targets that we did not meet in 2008/09	Page 2
Part C	Service Outcomes for 2009/10	Page 2
Part D	Service Actions for 2009/10	Pages 3 - 5
Part E	Performance Indicators	Page 6
Part F	Service Risks	Page 6
Part G	Training	Page 6
Part H	Consultation	Page 7
Part I	Communication	Page 7
Part J	Budget	Pages 8 – 9

**Part A. Service Overview – what we do**

**Concessionary Travel**

To provide an efficient and effective administration service of the authority's Concessionary Travel Scheme. This includes working with partners including the Department for Transport, Fujitsu, ITSO, the Worcestershire Travel Partnership and the Worcestershire Hub.

**Support Services**

To provide an efficient and effective Support Service for the Directorate of Resources.

**Part B. What we didn't do – Service targets that we did not meet in 2008/09**

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer

**Part C. Service Outcomes for 2009/10 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)**

C or A	Outcome
C	To issue new applicants with a National Free Bus Pass in a timely manner
C	To issue travel tokens to eligible applicants for the new issue year commencing 1 <sup>st</sup> July 2009
C	To distribute council payments within the specified time frame
C	To process Fraud tapes in a timely manner as required by the Fraud Section

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.
- A** Aspiration - desirable service / project which would be beneficial but not essential

<b>Part D. Service Actions for 2009/10 – What we plan to do</b>							
<b>What</b> (Issue / Service Area)	<b>How</b> (Commitment or Aspiration)		<b>When</b>	<b>Who</b>	<b>Measures</b> *	<b>Cost Code &amp; Expenditure</b>	<b>Links **</b>
<b>Concessionary Travel</b> To provide an efficient and effective administration service of the authority's Concessionary Travel Scheme in accordance with legislation  59. Administer National Concessionary Bus Travel Scheme	C	To administer the National Concessionary Bus Travel Scheme, in conjunction with the Worcestershire Concessionary Travel Partnership	Continuous	Administrative Officer	Satisfaction levels	R330  Gross expenditure 1,003,240	A Well Run & Responsive Council
60. Compliant with the latest DfT legislation	C	To remain fully compliant with the latest legislation laid down by the DfT and current Scheme issued by the Worcestershire Concessionary Travel Partnership	Continuous				
61. Compliant with the latest Act legislation	C	To remain fully compliant with the Concessionary Bus Travel Act 2007, Transport Act 1985 and 2000 Act	Continuous				
62. Develop working procedures with Hub	C	To closely monitor and continue to develop working procedures with the Worcestershire Hub	Continuous				

**Agenda Item No. 8  
Appendix E**

63. National Free Bus Pass	C	To issue new applicants with a National Free Bus Pass in a timely manner	Within 2 weeks of application				
64. Website	C	To monitor and update Authority's website with current information	Continuous				
65. Travel Token Scheme	C	To administer the authority's Travel Token Scheme	1 <sup>st</sup> July 2009				
<b>Support Services</b> To provide an efficient and effective Support Service for the Directorate of Resources	C	To distribute Council payments – to reconcile and distribute all Council Payments – Creditors, Benefits and Special Cheques. Reconcile weekly BACS payments	Special payments on a daily basis. Distribute Council payments within two days of production.	Administrative Officer	Service Standard	R303  Gross Expenditure £121,270	A Well Run and Responsive Council
66. To distribute Council payments							
67. Monitor stock levels	C	To maintain and monitor stock levels of all Council cheques, controlled stationery and car park passes for all Directorates	Ongoing				
68. Petty Cash system	C	To maintain the Council's Petty Cash system including the reimbursement of all Directorates' petty cash floats	Ongoing				
69. Post	C	Open and distribute incoming and despatch outgoing post for Resources Directorate,	Same day				

**Agenda Item No. 8  
Appendix E**

		Duke House					
70. Benefit Fraud tapes	C	To transcribe Benefit Fraud tapes for possible submission to Court	Within 5 working days of receipt into Support Services				
71. Prepare and submit statistical	C	To prepare and submit statistical, manpower and other returns within Human Resources' timetable	Monthly/ quarterly/ yearly				
72. Security swipe fobs	C	To issue security swipe fobs and cards for Duke House and Coventry Street	Same day				
73. Covalent	C	To update Covalent in relation to Performance Indicators	Monthly/ quarterly				

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.
- A** Aspiration - desirable service / project which would be beneficial but not essential
- \*** National Indicator, Local Indicator, attendance levels, satisfaction levels, Service Standard etc.
- \*\*** Corporate Plan Aim & / or Priority, Community Strategy Theme & / or Priority, LAA, other Services Plans / Strategies

<b>Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)</b>							
PI Code	Description (Commitment or Aspiration)		2008/09 Performance	Target			Lead Officer
				2009/10	2010/11	2011/12	
		None					

- C** Commitment - essential service / project that must be delivered and for which the necessary resources are available.  
**A** Aspiration - desirable service / project which would be beneficial but not essential

<b>Part F. Service Risks</b>					
Risk	Impact	Likelihood	Status	Management	Lead Officer
<b>Concessionary Travel</b> Council have insufficient budget to finance the scheme	Critical	Significant		Administrative Officer	Director of Resources

<b>Part G. Training – what training is needed to achieve our Service outcomes?</b>					
Required Training	Who	When	Resources	Cost	Expected Outcome
To be identified					

<b>Part H. Consultation – what consultation will we undertake in 2009/10</b>						
Consultation	Status (Statutory/Discretionary)	Method &	Who &	When	In-house	Results

**Agenda Item No. 8  
Appendix E**

<b>Issue &amp; Contact Officer</b>	<b>Reason Corporate Plan Aim &amp; / or Priority</b>	<b>Geographical Area</b>	<b>Numbers</b>		<b>or out sourced Resources</b>	When will the results be available and where will they be reported
None planned						

<b>Part I. Communication – how will we be communicating with our stakeholders in 2009/10</b>					
<b>Communication &amp; Contact Officer</b>	<b>Status</b> (Statutory/Discretionary) <b>Reason Corporate Plan Aim &amp; / or Priority</b>	<b>Method</b>	<b>Who</b>	<b>When</b>	<b>In-house or out sourced Resources</b>
<b>Concessionary Travel</b> – Change of Scheme Chris Baylie	<i>Discretionary</i> To inform pass holders of a change to existing scheme A Well Run and Responsive Council	Press release, posters, advertisement	Residents	<i>March/April</i>	In-house and outsourced (WCC)

**Agenda Item No. 8  
Appendix E**

Part J. Resources and budget			
Current FTE Employees	2.67	Current Assets	
Future Asset Requirements			
<b>Expenditure – Support Services</b>			
	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Employee Costs	72,160	74,470	76,890
Premises Related Expenditure	13,840	14,360	15,020
Transport Related Expenditure	80	80	80
Supplies and Services	14,160	15,020	15,420
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	19,820	20,590	21,110
Capital Charges	1,210	1,210	610
<b>Gross Expenditure</b>	<b>121,270</b>	<b>125,730</b>	<b>129,130</b>
Income	(50)	(50)	(50)
Recharges	(121,820)	(126,280)	(129,680)
<b>Gross Income</b>	<b>(121,870)</b>	<b>(126,330)</b>	<b>(129,730)</b>
<b>Net Expenditure</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>

Cost Centre Included in the Above:

R303 Support Services

**Agenda Item No. 8  
Appendix E**

<b>Expenditure – Concessionary Travel</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Employee Costs	21,740	22,340	22,950
Premises Related Expenditure	0	0	0
Transport Related Expenditure	60	60	60
Supplies and Services	9,430	9,430	9,430
Third Party Payments	951,500	932,540	956,710
Transfer Payments	0	0	0
Support Services	20,510	21,320	21,630
Capital Charges	0	0	0
<b>Gross Expenditure</b>	<b>1,003,240</b>	<b>985,690</b>	<b>1,010,780</b>
Income	(295,380)	(303,540)	(303,540)
Recharges	0	0	0
<b>Gross Income</b>	<b>(295,380)</b>	<b>(303,540)</b>	<b>(303,540)</b>
<b>Net Expenditure</b>	<b>707,860</b>	<b>682,150</b>	<b>707,240</b>

Cost Centre Included in the Above:

R330 Concessionary Travel



## Service Business Plan 2009/10

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Cabinet Member

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Director of Resources

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