



Directorate Business Plan 2010/11

Directorate	Legal & Corporate Services	Director	Name: Caroline Newlands Tel: 01562 732715 E-mail: caroline.newlands@wyreforestdc.gov.uk
		Cabinet Member(s)	Name: Cllr. Anne Hingley E-mail: anne.hingley@wyreforestdc.gov.uk

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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.

Data Quality

The Council is committed to ensuring that the data it produces and uses, defined as ‘factual verbal or numerical information which is held by the Council and which can be stored and processed by any medium’, is of high quality and therefore:

- Accurate (in terms of correctness)
- Comprehensive (in terms of all relevant data being captured)
- Valid (in an agreed format which conforms to any recognised national standards)
- Timely (available when required)
- Stored securely

All employees, Members and partners are responsible for ensuring that data which they create, receive or act upon is of a high quality.

Part B. Directorate Visions

Directorate Vision

The Legal and Corporate Services Divisions vision is to deliver responsive proactive solutions

We will achieve this by delivering a service that is:

- Informed and informative
- Forward thinking
- Responsive
- Low cost
- Continuously improving

The method

We will deliver the vision with our clients by:

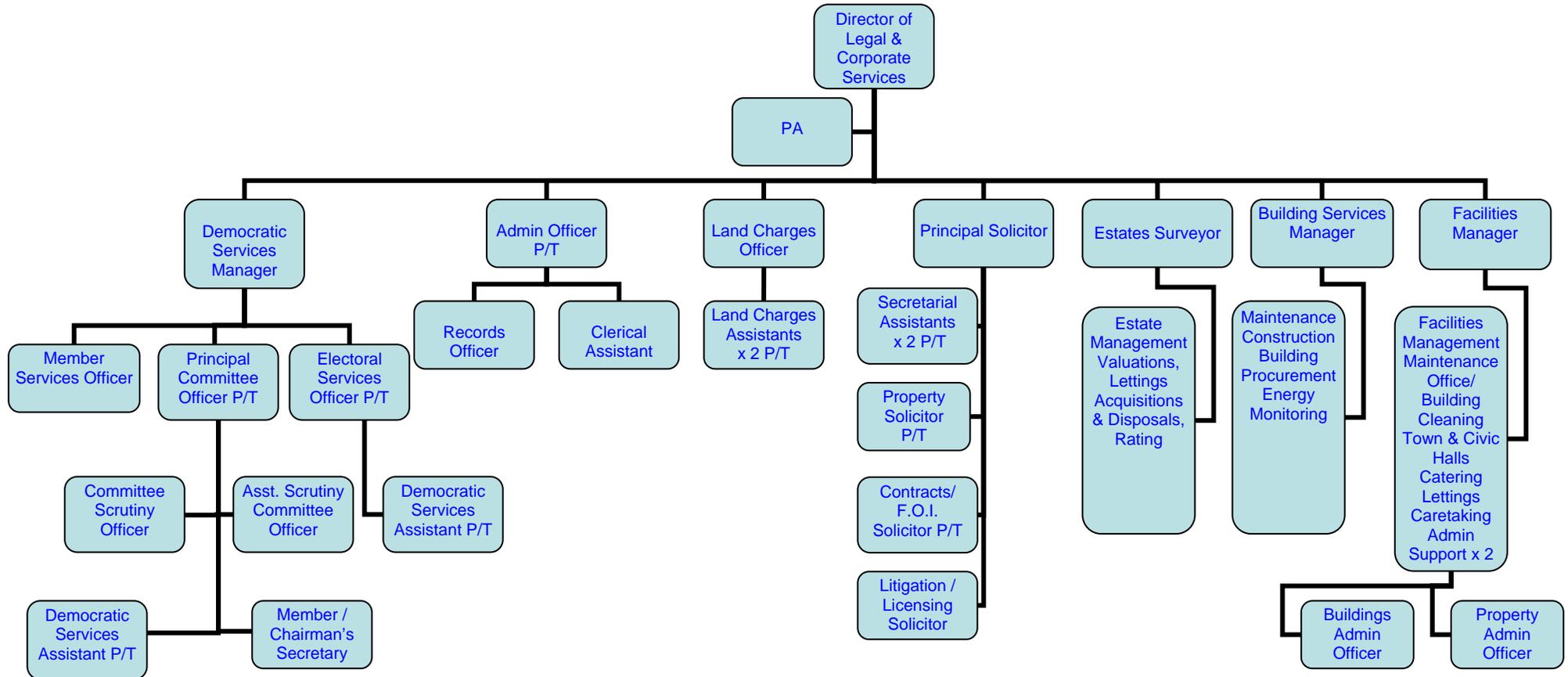
- Understanding all of Wyre Forest District Council policies, strategies and initiatives
- Working to modern methods and practices
- Closely controlling all expenditure
- Being less expensive than comparable Legal/Property Practices
- Operating within targets and to timescales
- Achieving and maintaining internal quality standards

And with our employees:

- Promoting good communications and maintaining understanding and teamwork throughout the team
- Creating an environment where staff at all levels are motivated by enthusiasm, loyalty and pride in their work themselves and Wyre Forest District Council

Our vision is underpinned by the Corporate values which will influence all our work and planning.

Part C. Directorate Structure



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.

To include Risks identified on the Corporate Risk which are owned by officers from this Directorate. Please note that Service and lower level risks will be included in the Service Business Plans.

Risk	Impact	Likelihood	Status	Management	Lead Officer
CORP 14 Scrutiny drifts to political agendas. <i>Scrutiny is improving but can be adversarial at times with and often takes on too high a workload.</i>	Negligible	Very Low	Green	Ensure robust Scrutiny Chairman training to raise awareness of RA14	Caroline Newlands
CORP 17 Member skills and/or competencies are inadequate. <i>All political groups sometimes struggle to find suitable candidates to stand. Member training takes place but is not universally attended. Increased pressure on Members to develop specialist roles and devote more time.</i>	Critical	Significant	Red Alert	CORP RA 17 (i) Update Member induction programme to reflect changing legislation, code of conduct and corporate framework. CORP RA17 (ii) Update Member development training programme geared to the competencies required of District Council Members to reflect changing circumstances.	Caroline Newlands

Part J. Resources and budget					
Current FTE Employees	LCS Staff	30.16 FTE's	Current Assets		
	Support Services	3.71 FTE's			
Future Asset Requirements					
Expenditure			2010/11	2011/12	2012/13
Employee Costs			966,640	985,740	1,002,760
Premises Related Expenditure			1,109,110	1,129,970	1,161,190
Transport Related Expenditure			8,230	8,230	8,230
Supplies & Services			881,490	867,650	872,050
Third Party Payments			25,620	25,620	25,620
Transfer Payments			0	0	0
Support Services			232,450	237,230	239,770
Capital Charges			230,030	226,420	225,210
Gross Expenditure			3,453,570	3,480,860	3,534,830
Income			(888,180)	(904,250)	(910,210)
Recharges			(1,214,630)	(1,222,050)	(1,240,840)
Gross Income			(2,102,810)	(2,126,300)	(2,151,050)
Net Expenditure			1,350,760	1,354,560	1,383,780

Cost Centres included in the above:

R215 Town Hall, Kidderminster
R216 Management of Kidderminster Town Hall
R217 Vicar Street, Kidderminster
R219 New Street, Stourport
R220 Civic Centre, Stourport
R221 Management of Stourport Civic Hall
R222 Load Street, Bewdley
R223 Town Hall, Bewdley
R224 Coventry Street, Kidderminster
R225 Green Street Depot, Kidderminster
R226 Duke House, Kidderminster
R214 Non-Distributable Costs
R227 Building Cleaning Holding Account

R270 Other Industrial Estates
R285 Hoobrook Enterprise Centre
R290 Other Property
R291 Comberton Place
R400 Chairman's & Vice Chairman's Allowances
R405 Other Members' Allowances
R410 Member Services
R500 Elections & Electoral Registration
R505 Committee Administration
R510 Land Charges
R515 Legal & Corporate Services Administration
R525 Licence Fee



Service Business Plan 2010 / 11

Service	Democratic Services	Service Manager	Name Penelope Williams Tel 01562 732728 E-mail penelope.williams@wyreforestdc.gov.uk
		Director	Name Caroline Newlands Tel 01562 732715 E-mail caroline.newlands@wyreforestdc.gov.uk
Directorate	Legal and Corporate Services	Cabinet Member	Name Anne Hingley E-mail anne.hingley@wyreforestdc.gov.uk

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Part A. Service Overview – what we do

Democratic Services provides a comprehensive service which covers Elections and Electoral Registration, Committee Management, Members Training and Development and the secretarial support to the Chairman and Leader of the Council.

Elections and Electoral Registration - includes the annual canvass of the electoral register, maintaining the register throughout the year through the rolling canvass, and the preparation for the management of elections.

Committee Management - includes both support for Members and Officers, supporting meetings, including providing constitutional advice, maintaining register on interests and maintaining the constitution.

Members Training and Development – to provide Members with a training and development programme that supports them in their civic role and enables them to fulfil the statutory obligations. To provide a detailed induction programme that supports new Councillors.

Secretarial support for the Chairman and Leader - providing the Chairman with support throughout the municipal year, including preparation for civic duties and secretarial support for the Leader of the Council and all elected Members.

Part B. What we didn't do – Service targets that we did not meet in 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
LC BP09 DS 14c	Risk Management	Ongoing	The risk register has been reviewed internally; however the Directorate has been awaiting guidance and training to be delivered from Resources.	Penny Williams

Part C. Service Outcomes for 2010/11 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)

Outcome

A well run and successful election that the public and elected members feel was managed successfully

Members training and induction. Members feel informed and included in Council decision making and service delivery outcomes

Developing elections communications so that key stakeholders are aware of the electoral process and how they participate

Consultation is undertaken and processes are put in place to enable a revised leadership model to be put in place and electoral cycle to be considered.

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
1. Conducting Elections for Parliamentary, District and Parish Councils.	Manage the electoral process so that integrity and probity are maintained, and that the standards for the Returning Officer are met.	May/June 2010	Democratic Services Manager & Electoral Services Officer.	The standards for the Returning Officer are met.	Within existing Democratic Services budgets	A Well Run & Responsive Council
2. Improving & Developing Elections Communication	Ensure that key stakeholders are aware of the electoral process and how they can participate. This will be through utilising a range of media, including the website, posters, and radio etc	Ongoing throughout the year.	Democratic Services Manager & Electoral Services Officer.	Increased awareness of elections, which can be measured through online feedback and comments cards.	Within existing Democratic Services budgets and money from the electoral participation fund	A Well Run & Responsive Council
3. Quality Assurance (QA) system for Elections	Develop a comprehensive QA system to support the elections process and mitigate the risk to the authority.	December 2010	Democratic Services Manager & Electoral Services Officer.	Increased resilience.	Within existing Democratic Services budgets	A Well Run & Responsive Council
4. Inducting Members of the Council	Prepare a programme of events to enable Members to actively participate in the Council Decision making process. This will be through in house training and utilising shared training with neighbouring authorities.	June 2010	Democratic Services Manager & Principal Committee Officer.	Members will be asked to feedback on the quality and usefulness of their training.	Within existing Democratic Services budgets	A Well Run & Responsive Council

Part D. Service Actions for 2010/11 – What we plan to do						
What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
5. Training Town and Parish Councils on the Code of Conduct	A series of events to support Town and Parish Councillors to ensure they meet the standards within the Code of Conduct	September 2010	Principal Committee Officer	Members will be asked to feedback on the quality and usefulness of their training.	Within existing Democratic Services budgets	A Well Run & Responsive Council
6. National Performance Standards for Electoral Registration	Ensure that the document is available to support the standards and to work toward improvement of the current scoring	December 2010	Democratic Services Manager & Electoral Services Officer		Within existing Democratic Services budgets	A Well Run & Responsive Council
7. Duty to Respond to petitions.	Implement procedures to comply with the Democracy, Economic Development and Construction Act to provide e petitioning. Working with IT to provide e petitioning for the community.	December 2010	Democratic Services Manager & Principal Committee Officer	To review the number of petitions submitted	Within existing Democratic Services budgets	A Well Run & Responsive Council
8. Leadership Model and Electoral Cycle	To facilitate possible changes to the Leadership Model and the Electoral Cycle. There will be an agreed timetable and will include consultation throughout the summer, to be agreed at Council in December with elections and	December 2010	Democratic Services Manager & Principal Committee Officer and Electoral Services Officer	Successful transition between current electoral model and cycle to the revised.	Within existing Democratic Services budgets	A Well Run & Responsive Council

* 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

Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)						
PI Code	Description	2009/10 Performance	Target			Lead Officer
			2010/11	2011/12	2012/13	
NI 3	Civic Participation in the local area	08/09 – 12.3% (Collected biannually)	TBC with partners	n/a biannual	TBC with partners	Caroline Newlands Linda Collis Tracy Reck
NI 4	% of people who feel they can influence decisions in their locality	08/09 – 25.1% (Collected biannually)	TBC with partners	n/a biannual	TBC with partners	Caroline Newlands Linda Collis Tracy Reck
LC LP02	Electoral Registration Forms Returned	95%	95%	95%	95%	Penny Williams Stella Fleming
LC LP09	Percentage of Employee Development Reviews completed by July 2010	New	100%	100%	100%	Penny Williams Diana Glendenning Stella Fleming

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Unable to deliver elections	Critical	Low	Warning	Elections risk register	Returning Officer
LADS 02b Unable to staff local elections	Critical	Low	Warning	Staff lists in place. Annual training.	Penny Williams
LADS 03 Key personnel not available	Critical	Significant	Warning	Specialist brief colleagues for planned absences. Locum staff list kept up-to-date.	Penny Williams
LADS 05 High level of legislative changes	Marginal	Significant	Warning	Secure effective research tools.	Penny Williams

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
Election and Electoral Registration updates	Stella Fleming Rose Evans Penny Williams	Ongoing	External - AEA	Within budget	A well run election.

Part H. Consultation – what consultation will we undertake in 2009/10

Consultation Issue & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method & Geographical Area	Who & Numbers	When	In-house or out sourced Resources	Results When will the results be available and where will they be reported
Leadership Model Penny Williams Democratic Services Manager	Statutory Consultation on a revised Leadership Model	County Wide	Community Members	April to August with implementation Subject to Council agreement in December, May 2011	In-house Officer time	Consultation will run from April to August 2010 and will be reported to Cabinet in September. A Special meeting of the Council will be held on 1 st December 2010 and the model, if agreed with be implemented following the elections May 2011
Revised Electoral Cycle	Statutory Consultation on a revised Electoral Cycle Model	County Wide	Community Members	April to August with implementation Subject to Council agreement in December, May 2011	In-house Officer time	Detail as above.

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 Penny Williams	Statutory Inform residents of how their Council Tax is spent 'A Well Run & Responsive Council'	Leaflet sent with Council Tax bills Liaison and co-ordination with communications team and Council Tax	Residents	April 2011	In-house Existing budget
Various Penny Williams	Statutory & Discretionary Posters and leaflet encouraging the electorate to register to vote and to vote in elections – with particular focus on voting in the election in May.	Posters, Website and Leaflets Liaison and coordination with communications team, refuse team regarding signage of lorries and district colleagues regarding county wide elections material.	Residents	April 2010	In house Existing Budgets Electoral Commission Participation Fund
Website	Statutory Provide residents, candidates and agents information on elections. 'A Well Run & Responsive Council'	Website Liaison with the communications and website team	Residents, Candidates and agents	Ongoing	In-house Existing budget
Website	Statutory Publish committee agenda's and papers	Website Democratic Services Officers and IT	Residents and Members	Ongoing	In-house Existing budget

Part J. Resources and budget				
Current FTE Employees	LCS Staff	8.44 FTE's	Current Assets	
	Support Services	0.27 FTE's		
Future Asset Requirements				
Expenditure		2010/11	2011/12	2012/13
Employee Costs		319,350	327,480	333,220
Premises Related Expenditure		48,120	48,880	49,670
Transport Related Expenditure		2,000	2,000	2,000
Supplies and Services		613,730	608,500	612,640
Third Party Payments		0	0	0
Transfer Payments		0	0	0
Support Services		257,470	268,040	271,420
Capital Charges		0	0	0
Gross Expenditure		1,240,670	1,254,900	1,268,950
Income		(450)	(450)	(450)
Recharges		0	0	0
Gross Income		(450)	(450)	(450)
Net Expenditure		1,240,220	1,254,450	1,268,500

Cost Centres Included in the above:

R400 Chairman's & Vice Chairman's Allowances
R405 Other Members' Allowances
R410 Member Services

R500 Elections & Electoral Registration
R505 Committee Administration

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Elections Services	March 2010	TBC	TBC
Committee Services	March 2010	TBC	TBC



Service Business Plan 2010 / 11

Service	Facilities Management	Service Manager	Name: Elaine Brookes Tel: 01562 732797 E-mail: elaine.brookes@wyreforestdc.gov.uk
		Director	Name: Caroline Newlands Tel: 01562 732715 E-mail: caroline.newlands@wyreforestdc.gov.uk
Directorate	Legal & Corporate Services	Cabinet Member	Name: Anne Hingley Tel:-1562 852736 E-mail: anne.hingley@wyreforestdc.gov.uk

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Part A. Service Overview – what we do

The role of Facilities Management is to deliver within the operational office buildings a professional and sustainable workplace which is safe, compliant, cost effective and focussed upon the needs of staff within the buildings to maintain day to day operations and ensure the Council's business needs are supported, business continuity is protected and risk are minimised.

The role of the Civic Halls management team is to provide a safe, attractive, value for money venue which meets the needs of the local community and visitors to the Wyre Forest District.

Part B. What we didn't do – Service targets that we did not meet in 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
LC BP09 FM 20b	Health & Safety Compliance within operational buildings – statutory fixed wire inspections to BS7671 carried out with reports available.	March 2010	Liaison with Richard Hall has taken place. Richard Hall has established WFCH can carry out this task and has received a quotation. The project has been expanded to gain economies of scale and now includes non-operational properties. Project agreed with WFCH. Richard Hall to programme inspections to take place.	Richard Hall
LC BP09 FM 20g	Fire Risk Assessments carried out for all operational office buildings with a review of records.	March 2010	90% complete. Risk Assessments have been carried out for operational office buildings and actions are being addressed in priority order. Duke House fire risk assessment needs to be reviewed/up-dated.	Elaine Brookes
LC BP09 FM 20h	Produce Site Hazard Checklist for each operational office building for issue to contractors working in our buildings	March 2010	80% complete. Standard template has been produced on target. Need to now populate the template for each building and issue to contractors.	Elaine Brookes

Part C. Service Outcomes for 2010/11 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)

Outcome

Civic Halls Management - implement and monitor effectiveness of action plan for the promotion of the Civic Halls

Civic Halls Management - improve or maintain booking levels to previous year

Facilities Management - Provide an efficient, cost effective and safe building cleaning service

Facilities Management - H & S Compliance within operational office buildings – full compliant buildings with auditable certificates/records

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
9. Civic Halls – external promotion	a. Produce an action plan for the promotion of the Civic Halls	April 10	Facilities Manager		R215 11011	A Well Run & Responsive Council
	b. Advertising & literature – Gather data/costs for potential areas of advertising & meet with Media Team to agree budget plan	May 10	Civic Halls Manager & Deputy		R215 49010	
	c. Advertising & literature - produce & implement 12 month budget plan	June 10	Civic Halls Manager & Deputy		R215 11011	
	d. Civic Halls website - Review monthly and promote current events.	On-going March 11	Deputy Civic Halls Manager		R215 11011	
10. Civic Halls – internal promotion	a. Produce list of events suitable for hosting internally and carry out costing exercise.	July 10	Civic Halls Manager & Deputy		R215 11011	A Well Run & Responsive Council
	b. Civic Halls Promotion - Increase internal promotion by issue of monthly posters showing events occurring that month for display at hubs, library, Civic Hall.	On-going March 11	Deputy Civic Halls Manager		R215 49010	
	c. Article to be submitted for inclusion in Wyred Weekly each month.	On-going March 11	Deputy Civic Halls Manager		R215 11011	
11. Town Hall - weddings	a. Implement requirements for the issue of Civil Wedding	June 10	Civic Halls Manager &		R215 41010 &	A Well Run & Responsive Council

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
	License.		Deputy		41020	
	b. Procure the issue of Civil Wedding License for the Town Hall.	July 10	Civic Halls Manager		? David Knipe to confirm	A Well Run & Responsive Council
	c. Civil Wedding Promotion – Carry out a review of other local facilities offering wedding services & produce Wedding Service Package and literature.	July 10	Civic Halls Manager & Deputy		R215 11011 & 49010	
12. Civic Halls Management	a. Carry out an exercise to determine feasibility of providing a shuttle bus service for events and hub facilities to sell tickets. Report outcome.	Aug 10	Civic Halls Manager & Deputy		R215 11011	A Well Run & Responsive Council
	b. Produce and maintain spreadsheet to log/monitor feedback from hirers	May 10	Civic Halls Manager & Deputy		R215 11011	
	c. Carry out electronic best practice exercise with nearest neighbours relating to hire of Civic Halls.	Dec 10	Facilities Manager & Civic Halls Manager		R215 11011	
13. Development of Facilities Management Team	Develop & implement a Facilities Assistant/Caretaker rota and tick-sheet system to ensure staff cover and record evidence of activities.	June 10	Facilities Manager & Civic Halls Manager		R215 11011	
14. EDR's & Training Needs	Ensure EDR's are carried out for all team members & submit	Mar 11	Facilities Manager &		11011	

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
	training plan to HR		Civic Halls Manager			
15. Office Building Cleaning Service	Review existing paperwork relating to the Cleaning Specification, COSHH, Risk Assessments & Safe Systems of Work and produce operational folder for each site.	Nov 10	Facilities Manager		11011	
16. Property Risk Management	Participate in Zurich Risk Management Workshops and produce action plan to improve risk management standards relating to Fire Safety & Fire Development risks; including progression of fire risk assessment actions for operational office buildings.	Mar 11	Facilities Manager	Zurich Management Standards	11011, 21010 R220, R215, R225, R224, R226,	

* 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

Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)

PI Code	Description	2009/10 Performance	Target			Lead Officer
			2010/11	2011/12	2012/13	
LC LP04	Booking numbers at Kidderminster Town Hall	285	300			Elaine Brookes/ Matt Smith
LC LP05	Booking numbers at Civic Hall	136	150			Elaine Brookes/ Matt Smith
LC LP10	Percentage of Employee Development Reviews completed by July 2010	New	100%	100%	100%	Elaine Brookes/ Matt Smith

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Civic Halls Management	Marginal	Very Low	Green - OK	Facilities Manager	Matt Smith/Joanne Bowkett
Facilities Management	Marginal	Very Low	Green – OK	Facilities Manager	

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
-					

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

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
-					

Note: Part J – Combined costing includes Property Services

Part J. Resources and budget			
Current FTE Employees	LCS Staff	15.50 FTE's	Current Assets
	Support Services	1.53 FTE's	
Future Asset Requirements			
Expenditure	2010/11	2011/12	2012/13
Employee Costs	340,360	346,740	353,910
Premises Related Expenditure	1,109,110	1,129,970	1,161,190
Transport Related Expenditure	200	200	200
Supplies & Services	77,270	66,150	65,080
Third Party Payments	1,700	1,700	1,700
Transfer Payments	0	0	0
Support Services	185,720	191,140	194,170
Capital Charges	230,030	226,420	225,210
Gross Expenditure	1,944,390	1,962,320	2,001,460
Income	(717,850)	(730,170)	(732,380)
Recharges	(1,082,970)	(1,089,280)	(1,107,600)
Gross Income	(1,800,820)	(1,819,450)	(1,839,980)
Net Expenditure	143,570	142,870	161,480

Cost Centres included in the above:

R215 Town Hall, Kidderminster
R216 Management of Kidderminster Town Hall
R217 Vicar Street, Kidderminster
R219 New Street, Stourport
R220 Civic Centre, Stourport
R221 Management of Stourport Civic Hall
R222 Load Street, Bewdley
R223 Town Hall, Bewdley
R224 Coventry Street, Kidderminster

R225 Green Street Depot, Kidderminster
R226 Duke House, Kidderminster
R214 Non-Distributable Costs
R227 Building Cleaning Holding Account
R270 Other Industrial Estates
R285 Hoobrook Enterprise Centre
R290 Other Property
R291 Comberton Place

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Hire of Civic Halls	December 2009	No issues	No actions



Service Business Plan 2010 / 11

Service	Local Land Charges	Service Manager	Name Helen Caldwell Tel 01562 732737 E-mail helen.caldwell@wyreforestdc.gov.uk
		Director	Name Caroline Newlands Tel 01562 732715 E-mail caroline.newlands@wyreforestdc.gov.uk
Directorate	Legal and Corporate Services	Cabinet Member	Name Anne Hingley E-mail anne.hingley@wyreforestdc.gov.uk

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Part A. Service Overview – what we do

The Local Land Charges Section maintains the statutory Land Charges Register and collates information from other internal and external bodies to enable the completion of a Local Land Charges Search.

The Section also deals with general enquiries from internal and external bodies regarding ownership of Council land from information held on the Councils Terrier files.

Part B. What we didn't do – Service targets that we did not meet in 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
LC BP09 LC 22	Update all records for Industrial Estates	31.12.10	The member of staff undertaking this target was on long term sick leave. She returned to full working hours on 27 th January 2009 and progress is being made. Carry forward target for completion by December 2010	Helen Caldwell
LC BP LC 21	Investigate web based search applications for local authority searches Already customers can use Nlis Hub Severn Trent Searches TM Searches	31.12.10	Work with MIS (Software company) on e search application upgrade. Staffing issues at MIS have meant that this software product has been delayed. They hope to progress this by April 2010 We have the funds earmarked for an in house system if MIS fail to deliver but as we have three avenues for e search applications and there will be no costs involved with the MIS update, it would be better to wait.	Helen Caldwell

Part C. Service Outcomes for 2010/11 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)

Outcome

To provide the quality of service expected by our regular customers and to maximise the potential income from the search process by engaging with all our existing and potential customers. Constantly updating, re evaluating and improving the service we offer which in turn will enable all our customers to compete in the searches market. This is important for the local economy and for buyers and sellers in the Wyre Forest DC area.

Part D. Service Actions for 2010/11 – What we plan to do						
What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
17. Land Charges Register Records	Interrogate Land Charges records to ensure consistency and uniformity of responses. In particular individual properties on streets from: A to M for Stourport on Severn. A to M Bewdley	March 2011	Helen Caldwell Gill Clarke	Service Standard	Officer time	A well run and responsive Council
18. Industrial Estate Records	Update all records for Industrial Estates.	Dec 2010	Gill Clarke	Service Standard	Officer Time	A well run and responsive Council
19. Customer Consultation	a. Engage with our customers to ensure we are maximising the potential income from searches. b. Publish results and re-evaluate the Land Charges Service from the results of consultation	June 2010 Aug 2010	Helen Caldwell	Consultation	Officer Time	A well run and responsive Council
20. Terrier Service	Create a title and deed number ggp overlay for the Terrier system	Mar 2011	Nicola Green	Service Standard		A well run and responsive Council

* 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

Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPis)						
PI Code	Description	2009/10 Performance	Target			Lead Officer
			2010/11	2011/12	2012/13	
LC LP01	Percentage of searches returned within 2 working days	TBC	100%	100%	100%	Helen Caldwell
LC LP06	Percentage of satisfaction of customers who rate the Land Charges Service as good or excellent.	New PI	No target set as first year of data collection and therefore no baseline set			Helen Caldwell
LC LP11	Percentage of Employee Development Reviews completed by July 2010	New PI	100%	100%	100%	Helen Caldwell

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Loss of income due to Information Commissioners decision regarding Environmental Information Regulations and Personal Search companies.	High	Possible	Ongoing	Continue to work with LGA, Local Land Charges Institute and others to minimise impact	Helen Caldwell
Small team – so loss of employee due to sickness will effect completion of the Business Plan	High	Possible	Ongoing	Training of team to mitigate impact	Helen Caldwell

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
Equality and Diversity training	ALL	TBC	In House	Officer time	Better awareness

Part H. Consultation – what consultation will we undertake in 2009/10

Consultation Issue & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method & Geographical Area	Who & Numbers	When	In-house or out sourced Resources	Results When will the results be available and where will they be reported
Council Priorities	Discretionary To review the Land Charges Service	Via web link and postal Worcestershire County area and others.	50 Local solicitors and conveyancers	June 2010	In house	Web site – August 2010

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
Service Updates Helen Caldwell	Information for existing and potential users of the Land Charges service 'A Well Run & Responsive Council'	Postal Flyers	Local Solicitors, estate agents and conveyancers	April 2011	In-house Existing budget

Part J. Resources and budget				
Current FTE Employees	LCS Staff	1.95 FTE's	Current Assets	
	Support Services	0.71 FTE's		
Future Asset Requirements				
Expenditure				
		2010/11	2011/12	2012/13
Employee Costs		55,500	56,220	56,940
Premises Related Expenditure		4,290	4,360	4,440
Transport Related Expenditure		180	180	180
Supplies & Services		28,250	20,890	20,990
Third Party Payments		23,920	23,920	23,920
Transfer Payments		0	0	0
Support Services		48,960	50,000	50,430
Capital Charges		0	0	0
Gross Expenditure		161,100	155,570	156,900
Income		(153,750)	(157,500)	(161,250)
Recharges		(6,830)	(6,950)	(7,060)
Gross Income		(160,580)	(164,450)	(168,310)
Net Expenditure		520	(8,880)	(11,410)

Cost Centres included in the above:

R510 Land Charges

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Local Land Charges Service	23 rd October 2009	None	Not applicable



Service Business Plan 2010 / 11

Service	Legal Services	Service Manager	Name Jane Alexander Tel 01562 732712 E-mail jane.alexander@wyreforestdc.gov.uk
		Director	Name Caroline Newlands Tel 01562 732715 E-mail caroline.newlands@wyreforestdc.gov.uk
Directorate	Legal and Corporate Services	Cabinet Member	Name Councillor Anne Hingley E-mail anne.hingley@wyreforestdc.gov.uk

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Part A. Service Overview – what we do

To provide the most effective and efficient legal advice and support to Members and Officers of the Council. The Director is the Council's Monitoring Officer. The Deputy Monitoring Officer is based in the Legal Services section. The services offered include conveyancing, planning, litigation and contracts. Solicitors in Legal Services also provide advice to Council committees.

Part B. What we didn't do – Service targets that we did not meet in 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
LC B09 Le 36	Prepare and Deliver Training for Planning and Regulatory Services Directorate on Prosecutions.	December 2009	This has been delayed until after a decision is taken on WETT for Regulatory Services. If the transfer is approved, the training will no longer be relevant.	Litigation & Licensing Solicitor
LC B09 Le 29	Work with CAPS to review and update byelaws (metal detectors etc.)	September 2009	The position will need to be reviewed once new regulations under the Local Government and Public Involvement in Health Act 2007 have been issued which will change byelaw making procedure. DCLG indicated in October 2009 that there are due to be regulations but these are still awaited.	Principal Solicitor

Part C. Service Outcomes for 2010/11 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)**Outcome**

To ensure Service Business Plan targets are delivered on time and that timely advice is given on all relevant legislative charges to ensure that they are acted on by the legal implementation date to reduce risk of challenge by third parties.

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
21. To improve efficiency and speed of services delivery by ensuring that documents can be issued promptly	To produce: a. instruction sheets for standard transactions e.g. Section 106 Agreement s, leases, contracts, prosecutions for distribution to and use by client officers and b. acknowledgement of instruction proforma for completion by legal section.	June 2010 June 2010	Principal Solicitor			A well run and responsive Council
22. To provide timely, consistent advice to Members and Officers	To introduce 'Work in Progress' sheets for access by whole legal section for monitoring and continuity of service delivery.	July 2010	Principal Solicitor			A well run and responsive Council
23. To provide timely, consistent advice to Members and Officers	Develop General Enquiries Index for Hub enquiries received to avoid duplication of research and ensure consistent advice.	July 2010	Principal Solicitor			A well run & responsive Council
24. To ensure compliance with local, national and EU Procurement requirements.	To assist and advise the Council's Procurement Officer in a review and update of the Council's Standing Orders relating to Contracts (SORC)	Jan 2011	Contract Solicitor		Involvement required from Council's Procurement Officer	A well run and responsive Council
25. To ensure compliance with local, national and EU Procurement requirements.	To provide training to Council Officers and Members on SORC once updated.	Feb 2011	Contract Solicitor		Involvement required from Procurement Officer	A well run and responsive Council

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
26. To provide an efficient service in relation to road closures and increase delivery of electronic service delivery.	To work with IT to introduce application forms that can be completed and submitted electronically and to encourage applicants to use this system by emailing regular applicants to advise of its existence and advising new applicants when they make contact	March 2011	Property Solicitor	Local Indicator	Involvement of IT	A well run & responsive Council
27. To support the Council's Corporate Governance.	To review and amend draft committee reports prepared by the Council Officers and return to enable compliance with committee timetable.	Immediate and ongoing	All Solicitors			A well run & responsive Council
28. To support the maintenance of delivery of the Council's Regulatory Services following the implementation of WETT	To develop a strong working relationship with officers of all Councils in the County delivering shared regulatory services.	April 2010 and ongoing	Litigation & Licensing Solicitor			A well run & responsive Council
29. Benchmarking	Investigate options for benchmarking activities and introduce where appropriate.	October 2010	Principal Solicitor			

* 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

Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPIs)						
PI Code	Description	2009/10 Performance	Target			Lead Officer
			2010/11	2011/12	2012/13	
LC LP03	Commercial property rent arrears	14%	12%	11%	10%	Property Administrative Officer
LC LP07	Road closure applications submitted electronically	new	25%	50%	75%	Property Solicitor
LC LP08	Number of successful prosecutions per 10 full instructions received	new	90%	90%	90%	Litigation/ Licensing Solicitor
LC LP12	Percentage of Employee Development Reviews completed by July 2010	new	100%	100%	100%	Principal Solicitor

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Failure to observe requirements of legality and probity in the activities of the Council including the Cabinet and its functions	Critical	Low	OK	Promotion and monitoring by all Solicitors through probity assessments at Committee	Principal Solicitor

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
CPD	All Solicitors	Throughout year	Courses/reading/internet		Maintenance and improvement of professional advice in specialist areas
SORC training to other officers.	Contracts Solicitor		Internal		Improve speed of procurement and reduce risk of challenge
Member training – Planning & Licensing	Principal and Licensing Solicitor		Internal		Improve decision making and reduce risk of challenge

Part H. Consultation – what consultation will we undertake in 2009/10

Consultation Issue & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method & Geographical Area	Who & Numbers	When	In-house or out sourced Resources	Results When will the results be available and where will they be reported
-						

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
-					

Part J. Resources and budget			
Current FTE Employees	LCS Staff	4.27 FTE's	Current Assets
	Support Services	1.20 FTE's	
Future Asset Requirements			
Expenditure			
	2010/11	2011/12	2012/13
Employee Costs	810,610	828,310	842,040
Premises Related Expenditure	88,480	90,010	91,580
Transport Related Expenditure	5,850	5,850	5,850
Supplies & Services	162,240	172,110	173,340
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	77,810	79,660	80,710
Capital Charges	0	0	0
Gross Expenditure	1,144,990	1,175,940	1,193,520
Income	(16,130)	(16,130)	(16,130)
Recharges	(1,162,410)	(1,193,690)	(1,212,180)
Gross Income	(1,178,540)	(1,209,820)	(1,228,310)
Net Expenditure	(33,550)	(33,880)	(34,790)

Cost Centres included in the above:

R515 Legal & Corporate Services Administration

R525 Licence Fees

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
RIPA Policy	January 2010	none	
Prosecutions Policy	January 2010	none	



Service Business Plan 2010 / 11

Service	Estate Management: Victoria Bendall & Lucy Lomas	Service Managers	Names: Victoria Bendall & Lucy Lomas Tel: 01562 732704 E-mail: victoria.bendall@wyreforestdc.gov.uk lucy.lomas@wyreforestdc.gov.uk
	Building Services: Richard Hall	Director	Name: Caroline Newlands Tel: 01562 732715 E-mail: caroline.newlands@wyreforestdc.gov.uk
Directorate	Legal & Corporate Services	Cabinet Member	Name: Cllr Anne Hingley E-mail: anne.hingley@wyreforestdc.gov.uk

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Part A. Service Overview – what we do

Asset Management

- Estate management and day-to-day running of non-operational property
- Valuation
- Lease Renewals and Rent Reviews
- Asset leasing, disposal and acquisition
- Annual Asset Valuations
- Property marketing

Building Services

- Repair & Maintenance of Wyre Forest District Council Property

Part B. What we didn't do – Service targets that we did not meet in 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
LC BP09 AM 05	Produce Stock Condition Surveys on all Council properties.	November 2009 – Phase 1	Delayed start due to Corporate uncertainty of disposals and acquisitions, in line with Single Site. Also due to the excessive cost identified to undertake Stock Condition Surveys to all properties, a decision to undertake SCS's in yearly phases starting with 7 properties 2010/11 has been taken. Tenders returned Jan 2010 for first phase of SCS's, Contractor now on site undertaking SCS's to 7 WFDC properties to be completed Nov 2010.	RH
LC BP09 AM	Planned maintenance programme to be put in place for all retained Council buildings.	To commence upon completion of SCS Phase 1.	Planned maintenance programs will follow on upon completion of the first phase of SCS's. The SCS's needed to be completed to outline the condition of the buildings before planned maintenance can be carried out on identified defects.	RH
LC BP09 AM 07c	Town Hall Organ Refurbishment Funding Project	March 2010	The fund application requires information and assistance from the District Organist. to progress any further, D/O input is crucial to the Funding Bid Application.	RH

Part C. Service Outcomes for 2010/11 – measurable consequences of a policy, programme or initiative (i.e. the results of activities)

Outcome

Health & Safety – employees and members of the public can access and use the Council’s buildings/facilities safely through active repair and maintenance management providing a safe working and visiting environment.

Complete phase 1 of Stock Condition Surveys (7 Properties) Kidderminster Town Hall, Worcester St Magistrate Court, Bewdley Museum, Green St depot, Civic Centre and Hall, Forest Glades Leisure Centre, Stourport Leisure centre. Provides a better understanding of the building fabric issues, which will identify and prioritise maintenance budget requirements

Planned maintenance programs to 6 properties Kidderminster Town Hall, Bewdley Museum, Green St depot, Civic Centre and Hall, Forest Glades Leisure Centre, Stourport Leisure centre. Provides a 5 year breakdown of planned maintenance work to be carried. To create safe and comfortable environments for staff and visiting public.

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
30. Property Rationalisation Strategy.	Appraise list of assets in view of service delivery, income stream and future investment enhancement	Jan 2011	LL / VB	n/a		A Well Run & Responsive Council
31. Service charge deficit - Hoobrook Enterprise Centre.	Look at recovery of Landlord costs on the estate against the amount recovered from tenants. Establish deficit and phase reduction over the next 3 years.	Oct 2010 - onwards	LL / VB PG	Deficit reduction of 33% for year 1		A Well Run & Responsive Council
32. Maintain occupancy levels of non-surplus investment property.	Continue to market empty property through advertising and the Commercial Property Register and retain tenants where possible.	On-going	LL / VB	>85% Occupancy Levels		A Well Run & Responsive Council
33. Stock Condition Surveys	Completed and signed off	Nov 2010	RH	n/a		A Well Run & Responsive Council

Part D. Service Actions for 2010/11 – What we plan to do

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
34. Single Site	Sign contract for purchase of site	Apr 2010	VB	n/a		A Well Run & Responsive Council
35. Forward Plan for Asset Management	a. Review Forward Plan for Asset Management in line with asset performance and current objectives	March 2011	LL / VB	n/a		A Well Run & Responsive Council
	b. Submit revised Forward Plan for Asset Management	March 2011	LL / VB	n/a		
36. Asset Management System	a. Update information of all Council assets onto an Asset Management System.	Oct 2010	VB	n/a		A Well Run & Responsive Council
	b. Maintain records and appoint officer to manage regular updates.	Ongoing	TBC	n/a		
	c. Set up system to notify Estate Manager of pending rent reviews and lease/license renewals	Dec 2010	TBC	n/a		
37. Outsourced Projects	Manage work outsourced to retained agents by requesting regular updates and progress report. Arrange regular meetings if necessary.	On-going	VB / LL	n/a		A Well Run & Responsive Council
38. Rating	Consultants Bruton Knowles appointed to appraise the Council's rates liability for 2005 and 2010 and make appeals where necessary	April 2010 onwards	VB/LL	n/a		A Well Run & Responsive Council
39. Planned Maintenance Programme	To follow on from Stock Condition Surveys.	Dec 2010	RH	n/a		A Well Run & Responsive Council

Part D. Service Actions for 2010/11 – What we plan to do						
What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
40. Fixed Wire Electrical Testing	a. Work Carried out by WFCHG	May 2010	RH	n/a		A Well Run & Responsive Council
	b. Agree program to start	May 2010				
41. Annual Asbestos Inspections	a. Identify remedial works on property.	Sept 2010	RH	n/a		A Well Run & Responsive Council
	b. Implement works programme to remove or manage asbestos	March 2011				

* 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

Part E. Performance Indicators – National Indicators (NIs) and Local Performance Indicators (LPis)						
PI Code	Description	2009/10 Performance	Target			Lead Officer
			2010/11	2011/12	2012/13	
LC LP03	Commercial property rent arrears	14%	12%	11%	10%	PG
LC LP13	Percentage of Employee Development Reviews completed by July 2010	New	100%	100%	100%	Caroline Newlands Jane Alexander

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Funding may not be available for an Asset Management System.	Critical - Accurate property records cannot be efficiently maintained and accessed.	Significant	Warning	Investigation into replacement systems and costs. Liaison with County regarding new 'CUPID' system.	VB / LL
Personnel – Asset Management Staff are not permanent employees.	Critical - Can impact upon continuity of Business Plan and service delivery	Low	Warning	Re-structure department to ensure permanent support 5 days a week.	VB / LL

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
Further training on new IFRS requirements for Asset Valuations	VB / LL	April 2010	Existing Budget	TBC	Essential knowledge of implications of new IFRS requirements for Asset Valuations
Training on new Asset Management System once received	LL / VB / PG / RH / EB / CV	TBC	Existing Budget	TBC	Essential knowledge of Asset Management System to allow on-going efficient management of the estate.
Training on Computer Aided Design (CAD).	RH	TBC	Existing Budget	TBC	Enhancement of skills using CAD for drawings

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

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
Advise stakeholders of available property via website	Discretionary Inform the public of commercial property opportunities and maximises rental income 'A Well Run & Responsive Council'	Marketing boards and local advertising	LL/ VB	June 2010 / on-going	In-house Existing budget
Communicate Service Charge uplift to tenants	Discretionary Inform existing tenants of the service charge deficit at Hoobrook and advise of intention to recover gradually over a 3 year phased increase 'A Well Run & Responsive Council'	Appraise S/C accounts and write to tenants	LL / VB / PG	Beginning May 2010 - on-going	In-house Existing Budget

Note: Part J - Combined Costing includes Facilities

Part J. Resources and budget				
Current FTE Employees	LCS Staff	15.50 FTE's	Current Assets	
	Support Services	1.53 FTE's		
Future Asset Requirements				
Expenditure		2010/11	2011/12	2012/13
Employee Costs		340,360	346,740	353,910
Premises Related Expenditure		1,109,110	1,129,970	1,161,190
Transport Related Expenditure		200	200	200
Supplies & Services		77,270	66,150	65,080
Third Party Payments		1,700	1,700	1,700
Transfer Payments		0	0	0
Support Services		185,720	191,140	194,170
Capital Charges		230,030	226,420	225,210
Gross Expenditure		1,944,390	1,962,320	2,001,460
Income		(717,850)	(730,170)	(732,380)
Recharges		(1,082,970)	(1,089,280)	(1,107,600)
Gross Income		(1,800,820)	(1,819,450)	(1,839,980)
Net Expenditure		143,570	142,870	161,480

Cost Centres included in the above:

R215 Town Hall, Kidderminster
R216 Management of Kidderminster Town Hall
R217 Vicar Street, Kidderminster
R219 New Street, Stourport
R220 Civic Centre, Stourport
R221 Management of Stourport Civic Hall
R222 Load Street, Bewdley
R223 Town Hall, Bewdley
R224 Coventry Street, Kidderminster

R225 Green Street Depot, Kidderminster
R226 Duke House, Kidderminster
R214 Non-Distributable Costs
R227 Building Cleaning Holding Account
R270 Other Industrial Estates
R285 Hoobrook Enterprise Centre
R290 Other Property
R291 Comberton Place

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
n/a			