



Directorate Business Plan 2010/11

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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

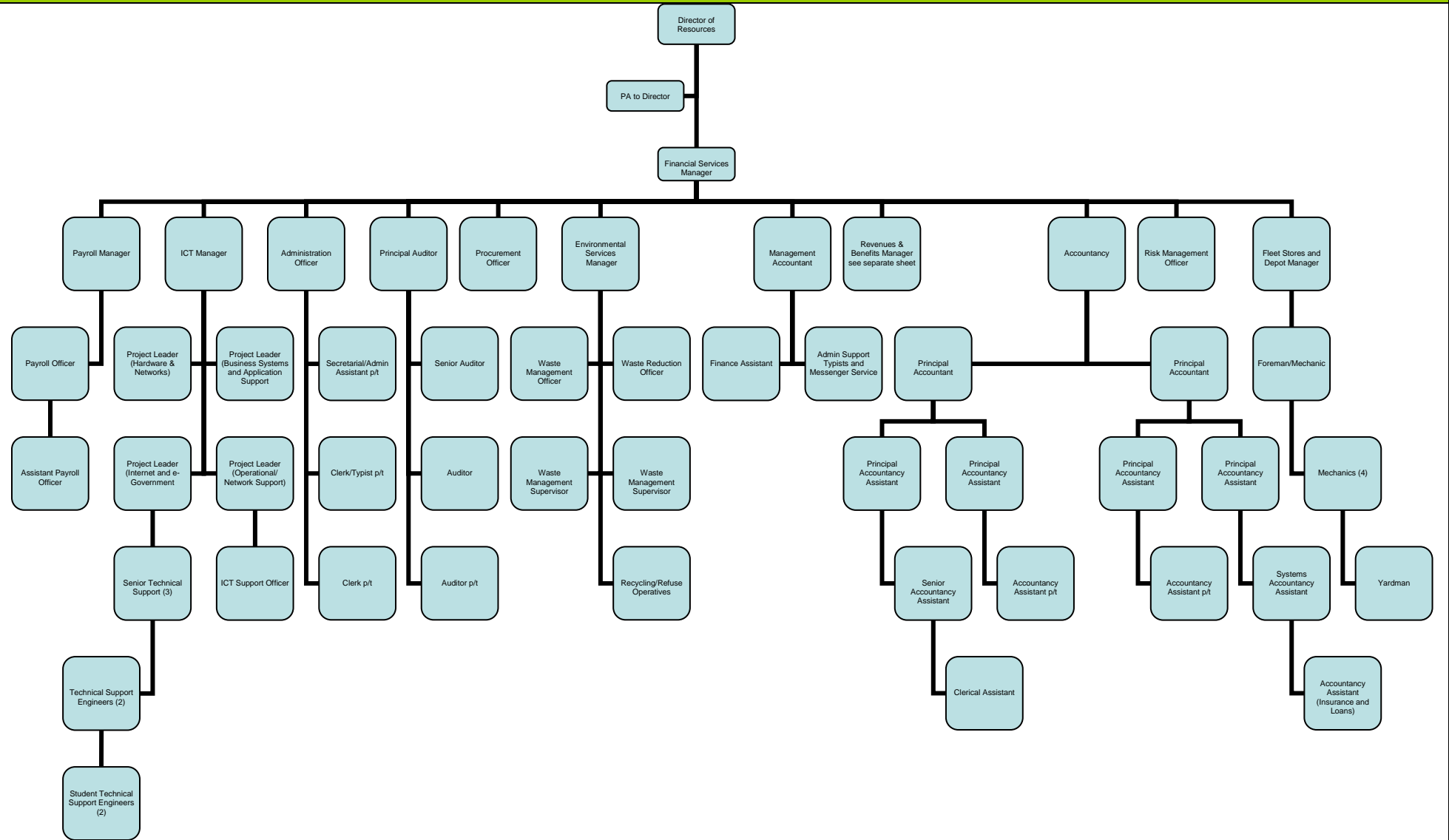
All employees, Members and partners are responsible for ensuring that data which they create, receive or act upon is of a high quality.

Part B. Directorate Visions

The Resources Directorate aims to provide and assist others in the provision of cost effective, quality services. Each of the sections within the Directorate has a clear plan of the actions which are needed in order to achieve this goal. During the coming year our main priorities will be:

- Implementation of the new recycling arrangements
- Continued excellent performance in relation to the Benefits Section;
- Implementation of new methods for ordering goods and services;
- Implementation of the ICT strategy, and continued introduction of workflow in Revenues;
- Assistance with the preparations for Single Site

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.

Risk	Impact	Likelihood	Status	Management	Lead Officer
Update Risk Register	High	Low	Amber	During 2010/11 this Council will refresh the Council's Strategic Risk Register	Director of Resources
Maintain an up to date Financial Strategy	Significant	High	Red	The Financial Strategy identifies a number of specific risks in relation to the Council's Financial position. Even though the Council has made significant reductions in expenditure there are further savings required of around £700k in 2012/13.	Director of Resources
Fully formed IT Strategy not developed and implemented	High	Low	Amber	Plans remain on track, regular monitoring through the CMT. ICE Group and Transformation Board	ICT Manager
Capital Programme not fully delivered	High	Low	Amber	Regular monitoring through Budget reports.	Financial Services Manager
Not achieving efficiency Target	High	Low	Amber	The Council has more than enough delivered efficiencies to deliver upon the target. However, greater efficiencies are required in order to maintain a balanced budget	Financial Services Manager
Consideration and implementation of new collection arrangements for recycling	Significant	Low	Amber	Project plan established, vehicles and equipment ordered	Environmental Services Manager

Part E. Budget Summary			
Current FTE Employees	163.68 FTE's in 2010/11, 162.87 FTE's in 2011/12 & 2012/13 Support Services 0.81 FTE	Current Assets	
Future Asset Requirements			
Expenditure		2010/11	2011/12
Capital Schemes			2012/13
Waste Strategy – Green Waste Containers		93,750	0
Garage MOT Service		42,000	0
Vehicles & Equipment Renewals		1,862,170	155,000
ICT Strategy		824,000	464,000
Financial Management System Replacement		73,900	0
Total Operations Management System		126,000	0
Revenue Budget			
Employee Costs		6,001,010	5,925,080
Premises Related		342,130	348,680
Transport Related		522,450	532,470
Supplies & Services		2,245,800	2,181,500
Third Party Payments		1,337,910	1,329,080
Transfer Payments		37,780,070	41,652,520
Support Services		291,870	301,510
Capital Charges		641,110	697,550
Gross Expenditure		49,162,350	52,968,390
Grant Income		(40,745,100)	(44,459,560)
Recharges		(3,350,420)	(3,397,070)
Gross Income		(44,095,520)	(47,856,630)
Net Expenditure		5,066,830	5,111,760
			4,297,910



Service Business Plan 2010 / 11

Service	Accountancy and Financial Administration Services	Service Manager	Name Tracey Southall - Accountancy Tel 01562 732125 E-mail tracey.southall@wyreforestdc.gov.uk
			Name Trevor Jones – Financial Administration Tel 01562 732109 E-mail trevor.jones@wyreforestdc.gov.uk
		Director	Name David Buckland Tel 01562 732100 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Name Nathan Desmond Tel 01562 68156 E-mail nathan.desmond@wyreforestdc.gov.uk
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Part A. Service Overview – what we do

Provides a comprehensive financial accountancy and financial service to all Directorates of the Authority to include professional advice, information and support to Directorates and Councillors to assist in planning and managing the provision of services. This includes stewardship of the Council's financial affairs, preparation of the annual budget, production of Annual Accounts, External Funding, payment of invoices and many other financial support services.

Accountancy is significantly involved with other Directorates 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. It is actively participating in the transformation agenda and as part of this, implementing Procure to Pay – electronic ordering on the Financial Management System in April 2010.

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
	Sundry Debtors and Miscellaneous Income -To explore and progress collection through electronic means	Ongoing	Additional work required for the implementation of Procure to Pay on the Financial Management System has meant this work has been rescheduled to take place by October 2010	Tracey Southall/Kath Pearsall
	Payment of Creditor Invoices - Council's Prompt Payment code (currently 30 days) and to explore and review this in the light of the CLG's recommendation to introduce payment within 10 days,	Part of FMS System Implementation	This work is intrinsically linked to the Procure to Pay FMS implementation which goes live, according to plan in April 2010, so this is scheduled to take place by October 2010	Tracey Southall/Kath Pearsall

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

Outcome

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. This includes the requirement for an efficiency strategy, required to balance the three year Financial Strategy of £673,250, participation in the agenda for transformation and ensuring all approved budget efficiencies are monitored and reported

Preparation of Final Accounts meeting new International Financial Reporting Standards (IFRS) statutory requirements, and external audit requirements which change year on year

Development of the 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. Specific targets are to increase the percentage of payments by BACs and to reduce the number of special payments

To manage the new Banking Contract (from 1/4/10) and to increase the number of electronic transactions to improve efficiency and reduce costs

To deliver annual procurement savings of at least £50,000 across the Council

To refresh and improve Risk Management across the Council

To manage the Council's VAT Partial Exemption Limit now the previous 2 year moratorium has been removed, to ensure the limit is not breached and sums repayable to HMRC, including tax management actions such as options to tax and advice on delivery of new service initiatives in liaison with the external VAT Consultants. This is particularly important for new Capital projects such as Single Site and the replacement Cemetery Partnership

To deliver VAT General Awareness and Partial Exemption Training to relevant officers across the Council, facilitated by external consultants by September 2010

Support Operational Services in evaluating options, developing business cases in support of proposals

Successful implementation of Resource Management System by January 2011

To continue to actively pursue the return of the outstanding £7.2m Icelandic deposits as soon as possible

To tender for Treasury Management Consultancy early 2010 to ensure a new contract is in place when the current one expires 31/08/10

To report at least quarterly to the newly designated scrutiny body for Treasury Management and to provide member and officer training in accordance with the new statutory Treasury Management Code of Practice by November 2010

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
1. Accounting Budget	Prepare budgets in accordance with the Local Government Finance Act 2003 and the Council's Finance Strategy.	Finance Strategy Timetable	Financial Services Manager Director of Resources and CMT	LP04	Total Existing Budget Revenue Net Exp c£15.3m Capital Programme 2010/11 £11m	A Well Run & Responsive Council
2. To comply with Section 114 of the Local Government Act 1988	Ensure proper Administration of the financial affairs of the Council by advice on adoption of proper practices and procedures	Quarterly Budgetary Control and Budget Risk Report to Cabinet	Financial Services Manager Director of Resources	Cabinet Approval	As above	A Well Run & Responsive Council
3. Final Accounts	Prepare Final Accounts in full accordance with Accounts and Audit Regulations 2003 and 2006 Amendments including compliance with new IFRS requirements	30 th June Pre Audit 2010 30 th September 2010 Post Audit	Financial Services Manager Director of Resources	Audit Certificate and Report	Total Existing Budget See Above	A Well Run & Responsive Council
4. Financial Management System – Procure to Pay	Roll out of Procure to Pay – to include electronic ordering, paperless authorisation and commitment accounting to provide improved advice to Members and Officers for the proper administration of the Council's financial affairs and	Roll –out in April 2010 Monthly reports to Directorates to include commitment accounting	Financial Services Manager/CMT and all Directorates	LP04	R300 see Part J	A Well Run & Responsive Council

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
	result in business process improvements					
5. Payment of Invoices (linked to Procure to Pay FMS implementation)	a. To reduce the number of Special Payments within 48 hours by 15% compared to 2009/10 by CMT endorsement of Directors only approving these. b. Increase % of payments made by BACS target to 74% c. Council's Prompt Payment code (currently 30 days) to assess this in the light of the CLG's recommendation to introduce payment within 10 days following the implementation of Procure to Pay, by comparison of payment times achieved pre and post POP	Quarterly CMT Reports Quarterly Review implemented by Oct 2010	Financial Services Manager CMT, Individual Directorates admin teams	LP03	ER300	A Well Run & Responsive Council
6. Banking Systems and Reconciliation – monitor new Banking Contract	To ensure that all banking and reconciliation systems comply with the key controls set out in Financial Regulations and met Section 151 responsibilities	Internal weekly deadlines	Financial Services Manager		N/A	A Well Run & Responsive Council

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
7. Value Added Tax	a. Manage the Partial Exemption Annual Calculation to protect the Council's financial position and ensure full recovery of exempt input tax. Including proactive tax management.	Monitoring submission of VAT claims & Annual Calculation by June 2011, monthly monitoring	Financial Services Manager	LP01 5% Allowable Limit per annum not exceeded	N/A	A Well Run & Responsive Council
	b. Single Site/ Cemetery to provide tax management advice on these projects to protect and maximise the Council's overall financial position	In accordance with Project Timetables	Designated Project Lead, CMT		Single Site £13.35m Cemetery £2.35m	
	c. Work with external advisors to explore any new opportunities for efficient tax management and monitor current claims outstanding such as the Sports Coursed for Flemings and Car Parking Isle of Wight disclosure	Ongoing	Financial Services Manager			
	d. To deliver General Awareness and Partial Exemption Training to relevant officers across the Council using external VAT Helpline advisors	By end of October 2010	Financial Services Manager		£10K	

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
8. Capital Finance	<p>a. To ensure that the Council’s consideration of capital finance issues are based on accounting convention, statutory rules and government financial restrictions.</p> <p>b. To consider use of Capital Directions as part of the 2009/10 Final Accounts Closedown process</p> <p>c. Single Site – to provide financial support and advice to this major capital project Cemetery – as above</p>	Budget and Policy Framework Report to The Cabinet – December followed by Scrutiny.	Financial Services Manager Director of Resources	LP05	Capital programme 2010/11 £11m	A Well Run & Responsive Council
9. Prudential Code	To prepare and monitor Prudential Indicators and ensure we stay within Statutory Limits and explore the opportunity to borrow where relevant	Limits agreed annually (linked to Annual Investment Strategy and Treasury Management Practices)	Financial Services Manager		Capital Programme 2010/11 £11m	A Well Run & Responsive Council
10. Treasury Management	<p>a. To follow any further guidance with regard to the Icelandic banking situation and to continue to work with Bevan Brittan LGA appointed Legal representatives</p> <p>b. To continue to secure the</p>	Ongoing	Financial Services Manager and Director of Resources	LP05	R805 2009/10 £305k	A Well Run & Responsive Council

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
Treasury Management Continued	return of the £7.2m of the Icelandic investments c. Appoint Scrutiny Committee d. More regular reports to nominated Scrutiny Committee e. Train Members f. Tender for new Treasury Consultancy contract(existing Contract ends 31/08/10)	As per Administrator dividend issues Council 24/02/10 Quarterly By Nov 2010 New contract in place for 01/09/10				
11. Insurance and Insurance – second year of revised contract including Insurance related Risk Management	a. To provide a comprehensive insurance service in accordance with the council's Financial Regulations b. To work with Zurich Municipal and other local authorities in the West Midland Midlands Consortium to reduce risk and retain competitive premium rates c. To refresh Risk Management advice to Directorates	Continuous review and management of insurance contract Quarterly meetings Health Review in May, further annual reviews Quarterly Cabinet Reports	Financial Services Manager Director of Resources		R300 Total cost of insurance from 2009/10 £227k p.a.	A Well Run & Responsive Council

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
12. Corporate Risk Management -	To refresh original risk management initiative – further consultancy from Zurich Municipal	June 2010, Quarterly Cabinet reports	Director of Resources			A Well Run & Responsive Council
13. Sundry Debtors and Miscellaneous Income	To explore and progress collection through electronic means to decrease the number of cash, cheque and non electronic payments	Ongoing	Financial Services Manager Principal Accountant			A Well Run & Responsive Council
14. Housing Act Advances	To reconsider the Cabinet Proposal to provide Local Authority mortgages in relation to shared ownership properties underwritten by RSLs - Service Community Services Scrutiny Panel to consider 2009/10 - Cabinet Proposal – deferred until June 2010	From June 2010 in line with Committee timetable	Financial Services Manager Director of Resources Legal /Dem/ Planning and Regulatory Services		R300 see Part J	A Well Run & Responsive Council
15. Implementation of Resource Management System	To develop the Resource Management system in a way that aids the routine planning of workloads aligned with the effective use of existing resources. Furthermore to provide a method of two way communication with Customer Services regarding the status of services and specific work requests.	Project commencement 1 April 2010, implementation due to complete 1 Jan 2011. Quarterly updates on progress	Project Manager and Management Accountant		Capital of £127k in 2010/11. SW maintenance cost of £18k pa in R306	A Well Run & Responsive Council

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
16. Procurement	<ul style="list-style-type: none"> a. Administration and control of Procurement Credit Card scheme. b. Annual review c. New Annual Savings Target of £50k 	<ul style="list-style-type: none"> Ongoing End of Sept 2010 Monthly 	Procurement Officer and Director of Resources Financial Services Manager		R300	A Well Run & Responsive Council
17. Procurement	<ul style="list-style-type: none"> a. To assist and advise the Council's Contract Solicitor in a review and update of the Council's Standing orders relating to contracts (SORC). b. To assist and advise the Council's Contract solicitor to provide training to Council Officers and Members on SORC once updated. c. Assist the Principal Strategic Housing Officer to research the benefits of the Abris Homeless Package and submit a proposal to Wyre Forest Community Housing 	<ul style="list-style-type: none"> January 2011 February 2011 March 2011 	Procurement Officer			<p>A Well Run & Responsive Council</p> <p>A Better Quality of Life</p>
18. Use of Resources, Efficiency Savings, and	<ul style="list-style-type: none"> a. To monitor and report on efficiency savings and Use of Resource targets. £900k per annum – from 2010/11 	July/August Corporate Services Scrutiny	Financial Services Manager	Finance Strategy NI 179	Finance Strategy	A Well Run & Responsive Council

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
Efficiency Targets	Quarterly Reports to Cabinet	/Cabinet				
	b. To participate in the Efficiency Strategy to be devised by the Chief Executive and CMT and to monitor and report on efficiency savings of £673,250.	Cabinet Report in September with final approval by October Cabinet	CMT/ Cabinet Financial Services Manager			

* 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	
N179	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	£2,176,040	TBC	TBC	DR/FSM/PA
RE LP01	VAT – Submission of monthly VAT Return to HM Revenue & Customs by the statutory deadlines	All claims met HMRC deadline	All claims met HMRC deadline	All claims met HMRC deadline	All claims met HMRC deadline	DR/FSM/PA
RE LP02	Non Property Debts – percentage of debts outstanding over 24 months old of total outstanding debt	TBC Current Target 5%	5.0%	4.8%	4.5%	DR/FSM/PA
RE LP03	Creditors – percentage of invoices paid by BACS other than by cheque	TBC	74%	75%	76%	DR/FSM/PA
RE LP04	Budget Monitoring Reports – email to Divisions by target dates in Accountancy Calendar	TBC	As stated in Accounting Calendar	As stated in Accounting Calendar	As stated in Accounting Calendar	DR/FSM/PA
RE LP05	Treasury Management – Internal Returns above 7 Day London Inter Bank BID Rate (LIBID)	TBC	TBC	TBC	TBC	DR/FSM/PA
RE LP08	Property Debtors collection targets – Property – Aged Debt Statistics – (jointly monitored by Accountancy and Property Officers) – Property Debtor Arrears as a percentage of Annual Rent Roll	Current Target 6% Actual YTD 8.65%	8.00% TBC	7.00% TBC	6.00% TBC	DR/FSM/PA
RE LP09 (BV8)	Percentage of invoices for commercial goods and services paid by the authority within 30 days of receipt or within the agreed payment terms.	Current Target 98.3%	98.5%	98.8%	99.00%	DR/FSM/PA
RE LP44	Completion of EDRs in accordance with Corporate deadline	100%	100%	100%	100%	FSM

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
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

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
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 support for the go –live of – Electronic Purchase Order Processing on the Financial Management System	Accountancy Section	April – July 2010	External Agresso Consultants plus additional consultancy as required		Successful Implementation and roll out of Purchase order Processing modules of the Agresso FMS system
Project Management	Project Manager – Resource management System	April 2010	External Course		Successful implementation of resource Management System and associated savings
Treasury Management Training to take into account changes in global economic factors and revised Codes of Practice	Treasury Team	April 2010-ongoing as required	Butlers Treasury Consultants and new Consultants following tender	Part of contract	The Council continues to make sound Investment decisions
VAT – General Awareness and Partial Exemption	Relevant officers across the Council	End of October 2010	PWC in house training	£10,000 Maximum	Improved understanding of VAT issues and better coding of exempt expenditure for the Vat Partial Exemption calculation, also early identification of VAT issues

Part H. Consultation – what consultation will we undertake in 2010/11						
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
Budget Consultation David Buckland Director of Resources	Statutory To inform review of the Council's proposed Financial Strategy 'A Well Run & Responsive Council'	Web Based questionnaire	Corporate Services Scrutiny Cttee Feb each year to include comments from local residents & businesses	Stage 1 – October 10 Stage 2 – Jan-Feb 11	In- house	CMT – Jan 1 Cabinet – Jan 11 Corporate Scrutiny Committee – Feb 11

Part I. Communication – how will we be communicating with our stakeholders in 2010/11					
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 2011	County Partnership Existing budget
Statement of Accounts, including Summary of Accounts	Accounts available for statutory public inspection for 20 days prior to audit Statutory – Appointed Day	3 August – 31 August 2010 Appointed day	Residents	June 30 th 2010	In-house Existing budget

Part I. Communication – how will we be communicating with our stakeholders in 2010/11

Communication & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method	Who	When	In-house or out sourced Resources
	<p>Discretionary – Summary of Accounts addition to the main statutory Statement of Accounts.</p> <p>Give residents an opportunity to ask questions or view the accounts/meet with external auditors.</p> <p>Inform residents of how their council tax was spent in the previous financial year.</p> <p>“A Well Run & Responsive Council”</p>	<p>advertised and external auditor available for public consultation – 1st September, 2010. Leaflet presented to Audit Committee and placed for general public interest in Hub offices and posted on the internet/intranet.</p>			
Budget – Financial Strategy	<p>Statutory</p> <p>Inform residents and business of Budget Proposals</p>	Corporate Services Committee/Cabinet/ Internet publication	Residents and Businesses	Dec/Jan 2010/2011	In-house Existing budget

Part J. Resources and budget				
Current FTE Employees	22.40 FTE's in 2010/11, 21.40 FTE's in 2011/12 and 2012/13 Support Services 2.38 FTE's for all years	Current Assets	Financial Management System LACHS Insurance System Co-op Bank Financial Director System Servitor – Commercial Services System (to be discontinued shortly) Administrative Services 1 Van	
Future Asset Requirements	See Capital Budget below – Financial Management System – completion of Procure to Pay Implementation and Resource Management System			
Expenditure		2010/11	2011/12	2012/13
Capital Schemes				
Financial Management System Replacement		73,900	0	0
Resource Management System		126,000	0	0
Revenue Budget				
Employee Costs		703,190	696,780	705,090
Premises Related Expenditure		87,950	89,430	90,990
Transport Related Expenditure		5,380	5,430	5,510
Supplies and Services		190,630	209,480	211,090
Third Party Payments		0	0	0
Transfer Payments		0	0	0
Support Services		8,430	8,660	8,600
Capital Charges		0	0	3,200
GROSS EXPENDITURE		617,590	616,790	623,030
Income		0	0	0
Recharges		(990,970)	(999,150)	(1,013,850)
GROSS INCOME		(990,970)	(999,150)	(1,013,850)
NET EXPENDITURE		4,610	10,630	10,630

Cost Centres Included in the Above:

R300 Accountancy

R306 Administrative Services

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Accountancy Service Business Plan	18/01/2010	None	None



Service Business Plan 2010 / 11

Service	Internal Audit	Service Manager	Name Cheryl Ellerton Tel 01562 732116 E-mail cheryl.ellerton@wyreforestdc.gov.uk
		Director	Name David Buckland Tel 01562 732100 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Name Nathan Desmond Tel 01562 68156 E-mail nathan.desmond@wyreforestdc.gov.uk

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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 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
	None			

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

Outcome

To deliver the Annual Audit Plan 2010/11 and provide assurance to Members and all Stakeholders on the system of Internal Control within the Authority by completion of 90% of the audit reviews identified in the Annual Audit Plan.

To improve Corporate Performance through delivery of the Audit Plan with recommendations for improvement/enhancement of current working practices across the Directorates

To develop the introduction of a Risk Based Audit Approach by focusing on the areas of greater risk to the Authority and improve Risk Management across the Council.

To achieve a satisfactory opinion from the Council's External Auditors on the work undertaken by Internal Audit and enable the S151 Officer to complete his Annual Report on the overall adequacy and effectiveness of the Council's internal control environment

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

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
19. Provision of Assurance on the System of Internal Control – Audit Plan	Completion of 90% of Annual Audit Plan and Report to Audit Committee by: <ul style="list-style-type: none"> • Issue of Formal Reports with assurance ratings following completion of systems reviews. • Follow up and report progress to Audit Committee on the implementation of Audit Recommendations. • Provision of advice and assistance (consultancy) as required on a wide range of audit/system/procedure related matters. 	June 2010 Sept 2010 Nov 2010 March 2011	Section 151 Officer/Principal Auditor	22.5% Of Plan 45% Of Plan 67.5% Of Plan 90% Of Plan	R301	A Well Run & Responsive Council
20. Provision of Assurance on the System of Internal Control – Computer Audits	Manage the Provision of Computer Audits within the Annual Audit Plan by Partnership Working with City of Worcester	Quarters to 30.09.10 & 31.12.10	Principal Auditor	50% Of Plan 100% Of Plan	R301	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	
RE LP45	Employee Development Reviews Completed within Corporate Timetable	Achieved	100%	100%	100%	Director of Resources
RE LP06	Delivery of the Audit Plan	Est 95%	90%	90%	90%	Director of Resources

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
FS 02a Non Completion of Approved Audit Plan	Marginal	Low	Warning	Controlled, regular monitoring of plan	Principal Auditor
FS 02c Partner Audit Provider does not meet contractual requirements	Marginal	Very Low	OK	Controlled, increased resilience through the Internal Audit Partnership	Principal Auditor
FS 02d Non Completion of work to meet External Auditors requirements.	Marginal	Very Low	OK	Controlled	Principal Auditor

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
Annual CIPFA Audit Training Requirements	Audit Section	Nov 2010	Employee Time	£600	Enhance knowledge of Audit Team to remain up to date with issues affecting Internal Audit
Develop Internal Audit Team's Computer Audit Techniques	Audit Section	On going	None	In house	Enable in house Audit Section to undertake the Computer reviews currently undertaken by partnership working at an additional cost to the Authority.
Equality & Diversity	Audit Section	2010/11	Officer Time	In house	To ensure compliance with Equality & Diversity Policy

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
Lead Officer Customer Satisfaction Questionnaires Principal Auditor	Discretionary “A Well Run & Responsive Council”	Email Questionnaire Lead Auditees/Colleagues	Senior Employees Approx 40	End of Completed Audit Reviews	In house Employee Time	Audit Committee June 2011 (Included within S151 Officer’s Annual Report)
Annual Customer Survey Principal Auditor	Discretionary “A Well Run & Responsive Council”	Email Survey Colleagues	Senior Employees Approx 50	March 2011	In house Employee Time	Audit Committee June 2011 (Included within S151 Officer’s Annual Report)

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
S151 Officer Annual Report as part of the Annual Governance Statement	Statutory Inform Members on the overall adequacy and effectiveness of the Council’s internal control environment.	Open Report to Audit Committee	Members	June 2011	In house Existing Budget

Part J. Resources and budget			
Current FTE Employees	3.42 FTE's Support Services 0.39 FTE	Current Assets	
Future Asset Requirements			
Expenditure		2010/11	2011/12
Employee Costs		110,420	112,450
Premises Related Expenditure		17,780	18,010
Transport Related Expenditure		1,300	1,300
Supplies and Services		19,250	21,470
Third Party Payments		15,810	0
Transfer Payments		0	0
Support Services		7,220	7,370
Capital Charges		0	0
GROSS EXPENDITURE		171,780	160,600
Income		0	0
Recharges		(171,370)	(175,190)
GROSS INCOME		(171,370)	(175,190)
NET EXPENDITURE		410	(14,590)

Cost Centres Included in the Above:

R301 Internal Audit

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Audit Service Business Plan	21.10.09	None	None



Service Business Plan 2010/11

Service	Environmental Services	Service Manager	Name Steve Brant Tel 01562 732922 E-mail steve.brant@wyreforestdc.gov.uk
		Director	Name David Buckland Tel 01562 732104 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources Directorate	Cabinet Member	Name Cllr Nathan Desmond Tel 01562 68156 E-mail nathan.Desmond@wyreforestdc.gov.uk

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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 importance 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, and improve guidance, training opportunities, and general access to information corporately for all employee's.

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
N/A	No service actions to be carried over	N/A	N/A	N/A

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

Revised Recycling Service

- Achieves £300,000 of operational savings
- Leads to reduced waste to landfill
- Leads to increased recycling tonnages and higher recycling rate
- Public participation with recycling increases

Garden Waste Collection Service

- Achieves greater tonnages for recycling and higher recycling rate
- Cost neutral position for the Council

Revised Waste Collection Service

- Achieves greater customer satisfaction and understanding of collection service

Trade Waste Collection Service

- Reduces disposal costs
- Makes service competitive with external operators
- Retains business clients

APP – Resources Management System

- Reduces operational costs
- Improves customer satisfaction
- Improves existing interface between Customer Hub and Waste Management

Zurich Municipal Insurance – Risk Audit

- Develop joint action plan with other key sections
- Adopt best practice
- Leads to improved Insurance rating

Corporate Health & Safety

- Develop training programme
- Develop (Priority Policies) for, Stress/Lone Working/Home Working Assessments/Contractors Policy
- Develop internal audits

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

What (Issue / Service Area)	How	When	Who	Measures *	Resources	Links **
21. Waste Management-Launch Revised Recycling Service in line with agreed project plan.	• Design Operational Rounds	Mar 2010	J. Rhodes	NI192 Customer Satisfaction Levels	Time	A Sustainable Environment
	• Procurement of Bins	May 2010	S. Brant		Capital	
	• Procurement of Vehicles	June 2010	S. Brant		Capital	
	• Develop Media Campaign	Mar 2010	J. Duffield		Time	
	• Revise IT System	May 2010	All		Time	
	• Revise Admin Systems	Apr 2010	J. Duffield J. Rhodes		Time	
	• Manpower Issues	May 2010	J. Rhodes		Time	
	• Revise Operational Policies	May 2010	J. Duffield J. Rhodes		Time	
	• Health & Safety Systems	Jun 2010	S. Brant		Time	
	• Liaise with Worcestershire County Council	Sept 2010	S. Brant		Time	
	• Launch Revised Recycling service	Jul 5 th 2010	S. Brant		Time	
	• Review Scheme	Jan 2010	All		Time	

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

What (Issue / Service Area)	How	When	Who	Measures *	Resources	Links **
22. Waste Management-Launch Garden Waste Collection Service in line with agreed project plan	• Design Operational rounds	Jan 2010	J. Rhodes	NI192 Customer Satisfaction Levels Revenue Subscriptions	Time	A Sustainable Environment
	• Procurement of Bins	Mar 2010	S. Brant		Capital	
	• Design Operational policies	Feb 2010	J. Duffield		Time	
	• Design Media Campaign	Feb 2010	All		Revenue	
	• Design-implement IT Systems	Feb 2010	J. Duffield J. Rhodes		Time	
	• Manpower issues	Mar 2010	J. Rhodes		Time	
	• Health & Safety System	Mar 2010	S. Brant		Time	
	• Liaise with Worcestershire County Council	Feb 2010	S. Brant		Time	
	• Launch Garden Waste Collection Service	Apr 5 th 2010	All		Time	
23. Waste Management – Revise Residual Waste Collections in line with new recycling arrangements	• Revise Operational Rounds	Mar 2010	J. Rhodes	NI192	Time	A Sustainable Environment
	• Amend Domestic Collection Days	May 2010	J. Duffield	Customer Satisfaction Levels	Time	

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

What (Issue / Service Area)	How	When	Who	Measures *	Resources	Links **
24. Waste Management - Trade Waste Collection Service	• Amend Trade Collections	Apr 2010	J. Rhodes	Reduction in Revenue Costs	Time	A Sustainable Environment
	• Examine Recycling option's for Trade Waste	Jun 2010	S. Brant J. Rhodes		Time	
	• Examine Alternative Disposal Point	Apr 2010	S. Brant J. Rhodes	Retains Business Profile	Time	A Well Run & Responsive Council
25. Waste Management - APP - Resource IT Management System	• Develop Business Centre	Mar 2010	S. Brant	NI 14 Increases Business Efficiency / Effectiveness	Revenue	A Sustainable Environment
	• Action Plan Stage 1	May 2010	S. Brant J. Rhodes		Time	
	• Action Plan Stage 2	Sep 2010	S. Brant J. Rhodes		Time	A Well Run & Responsive Council
	• Action Plan Stage 3	Jan 2011	S. Brant J. Rhodes		Time	
26. Waste Management - Zurich Municipal Insurance Risk Assessment	• Draft Action Plan	Mar 2010	S. Brant	Zurich Insurance Rating	Time	A Sustainable Environment
	• Set Up Team Meetings	Apr 2010	S. Brant		Time	
	• Develop recommendations with other Worcestershire authorities.	May 2010	Risk Team		Time	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 *	Resources	Links **
27. Corporate - Corporate Health & Safety Management	• Confirm Training Programme	Apr 2010	S. Brant	Reduced Liability	Revenue	A Better Quality of Life
	• Develop Stress Policy	May 2010	S. Brant		Time	
	• Develop Lone Worker Policy	May 2010	S. Brant	Increased Health & Safety Culture	Time	A Sustainable Environment
	• Develop Home Working Assessment Plan	Sep 2010	S. Brant		Time	
	• Develop Contractors Policy	May 2010	S. Brant	Reduction in Accidents / Lost Time	Time	A Well Run & Responsive Council
	• Commence Internal Audits	Sep 2010	S. Brant		Time	
28. Delivery of Waste Services	Investigate and prepare for the market testing for the delivery of the Refuse and Recycling Service	Nov 2010	S. Brant	NI 14	TBD	A Sustainable Environment
				Increases Business Efficiency / Effectiveness		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 (LPs)

PI Code	Description	2009/10 Performance	Milestone Target's			Lead Officer
			2010/11	2011/12	2012/13	
NI - 191	Residual Household Waste / KGs per Household	574 Kg's	584 Kg's	535 Kg's	453 Kg's	S. Brant
NI - 192	% Household Waste Recycled and Composted	27.5%	40%	45%	50%	S. Brant
NI - 193	% Municipal Waste Land-Filled / County Target	46%	53%	67%	75%	S. Brant
RE LP10	% Working Days Lost to Sickness	5.8%	5%	5%	5%	S. Brant
RE LP11	Number of Accepted Non-Routine Fleet Vehicle Repairs	63	No target – Measurement 2008/09 - 239			S. Brant M. Phipps
RE LP12	Cost of Accepted Non-Routine Fleet Vehicle Repairs	£30,500	No target – Measurement 2008/09 - £42,388.72			S. Brant M. Phipps
RE LP13	Number of Additional Non-Routine Fleet Vehicle Repairs Resulting in Investigation	48	No target – Measurement 2008/09 - 89			S. Brant M. Phipps
RE LP14	Cost of Additional Non-Routine Vehicle Repairs Resulting in Investigation	£28,500	No target – Measurement 2008/09 - £31,374.91			S. Brant M. Phipps
RE LP15	Number of Fleet Vehicle Incidents Resulting in an Insurance Claim	6	No target – Measurement 2008/09 - 29			S. Brant M. Phipps
RE LP46	EDR's completed within Corporate timetable	Achieved	100%	100%	100%	Director of Resources

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Revised Recycling Service					
• Procurement delivery schedules not met	Critical	Low	Green	On – Going, however, supplier to provide FOC vehicles if required.	Man / Team
• Loss of public support	Critical	Low	Green	Media campaign designed to maintain public support	Man / Team
Garden Waste Collection Service					
• Procurement delivery schedules not met	Critical	Low	Green	Main issues relate to bins, however, supplier have provided assurances	Man / Team
• Loss of public support	Critical	Low	Green	Media campaign designed to maintain public support	Man / Team
• IT system not sufficient	Critical	Low	Green	On - Going	Man / Team
Revised Waste Collection Service					
• Loss of public support	Critical	Low	Green	Media campaign designed to maintain public support	Man / Team
Trade Waste Collection Service					
• Failure to agree alternative disposal option with County	Marginal	Significant	Amber	On – Going	S. Brant
• Failure to agree trade recycling with County Contractor	Marginal	Significant	Amber	On – Going	S. Brant
• Loss of competitive edge resulting from above	Critical	High	Amber	On – Going	S. Brant
APP – Resources Management					

Part F. Service Risks

Risk	Impact	Likelihood	Status	Management	Lead Officer
System					
<ul style="list-style-type: none"> Failure to interface APP with existing systems 	Critical	Low	Green	On – Going	S. Brant
Zurich Municipal Insurance					
<ul style="list-style-type: none"> Failure to adopt recommendations from report 	Marginal	Low	Green	On - Going	S. Brant
Corporate Health & Safety					
<ul style="list-style-type: none"> Health & Safety issue due to lack of a training programme 	Critical	Low	Green	On - Going	S. Brant
<ul style="list-style-type: none"> Health & Safety issue due to Priority Policies not delivered 	Critical	Low	Green	On - Going	S. Brant
<ul style="list-style-type: none"> Failure to adopt internal audit procedure 	Marginal	Very Low	Green	On - Going	S. Brant

Part G. Training – what training is needed to achieve our Service outcomes?

Required Training	Who	When	Resources	Cost	Expected Outcome
Chartered Institute of Environmental Health (CIEH) Advanced (Level 4) Certificate in Health & Safety in the Workplace	Waste Supervisors	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Chartered Institute of Environmental Health (CIEH) CIEH (Level 3) Supervising Health and Safety	Waste Supervisors	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Chartered Institute of Environmental Health (CIEH) CIEH Foundation (Level 2) in Health and Safety	General x 3	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Chartered Institute of Environmental Health (CIEH) CIEH Stress Awareness for Managers	Waste Officer X 1	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Chartered Institute of Environmental Health (CIEH) CIEH Professional Trainers Certificate	Waste Officer X 1	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Manual Handling Awareness	General x 56	2010 / 11	Training Budget	£175 P/C	Qualified Staff
COSHH and Sharps Awareness	General x 29	2010 / 11	Training Budget	£175 P/C	Qualified Staff
First Aid at Work	Refresh	2010 / 11	Training Budget	£175 P/C	Qualified Staff

Part G. Training – what training is needed to achieve our Service outcomes?

Required Training	Who	When	Resources	Cost	Expected Outcome
Emergency First Aid	Refresh	2010 / 11	Training Budget	£175 P/C	Qualified Staff
First Aid at Work Re-Qualification	Refresh	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Emergency First Aid Refresher	Refresh	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Working at Height	N/A	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Workstation Assessor	General x 2	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Fire Awareness	General x 3	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Dealing with Violence and Aggression	General x 10	2010 / 11	Training Budget	£175 P/C	Qualified Staff
Risk Assessment	General x 56	2010 / 11	Training Budget	£175 P/C	Qualified Staff

Part H. Consultation – what consultation will we undertake in 2010/11

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	N/A	N/A	N/A	N/A	N/A	N/A

Part I. Communication – how will we be communicating with our stakeholders in 2010/11

Communication & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method	Who	When	In-house or out sourced Resources
Management Team	Discretionary	Photo-Calls	Management Team	On-Going	In-House
		Household Literature Drop		March/April	Out-Sourced
		Web-Site		On-Going	In-House
		Newspaper Adverts		March - July	Out-Sourced
		Promotional Literature		March / April	Out-Sourced
		Radio Advert		March /April	In-House
		Roadshows		On-Going	In-House

Part J. Resources and budget			
Current FTE Employees	67.93 FTE's Support Services 0.12 FTE	Current Assets	Transfer Station 1 JCB Waste/Recycling Compaction Vehicles 21 Waste Collec. Small Compaction Vehic. 2 Waste Collection Flat bed 1
Future Asset Requirements			
Expenditure		2010/11	2011/12
Capital Schemes			2012/13
Waste Strategy – Green Waste Containers		93,750	0
Vehicles & Equipment Renewals		1,862,170	155,000
			450,000
Revenue Budget			
Employee Costs		1,629,260	1,661,600
Premises Related Expenditure		66,470	68,320
Transport Related Expenditure		472,090	481,620
Supplies and Services		326,080	344,820
Third Party Payments		370,540	374,430
Transfer Payments		0	0
Support Services		140,150	145,250
Capital Charges		401,200	416,160
GROSS EXPENDITURE		3,405,790	3,492,200
Income		(1,067,750)	(1,032,670)
Recharges		(630,160)	(641,730)
GROSS INCOME		(1,439,360)	(1,410,080)
NET EXPENDITURE		1,707,880	1,817,800

Cost Centres Included in the Above:

- R001 Waste Transfer Station
- R002 Domestic Waste
- R005 Green Waste Collection Services
- R010 Kerbside Recycling
- R015-R019 Recycling Activities
- R307 Waste/Fleet Management (element of costs also relate to Fleet, Depot and Stores)

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed

Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Waste Management Collection Service	Screening Assessment Completed	None	Full Assessment Completed



Service Business Plan 2010 / 11

Service	Fleet, Depot and Stores	Service Manager	Name Martin Phipps Tel 01562 732927 E-mail martin.phipps@wyreforestdc.gov.uk
		Director	Name David Buckland Tel 01562 732100 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Name Cllr Nathan Desmond Tel 01562 68156 E-mail nathan.Desmond@wyreforestdc.gov.uk

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Part A. Service Overview – what we do

The Role of the Fleet, Depot and Stores Section includes the Procurement, Service and Maintenance of the Authority's fleet of vehicles in line with the front line needs for delivery of Services and to meet the standards required to match the Council's Vision for Wyre Forest District.

The Section is also required to ensure that all vehicles confirm to the Legal Standards as laid down by The Vehicle and Operator Services Agency. The Garage carries out Hackney Carriage and Private Hire Vehicle inspections in order for them to conform to the local authority licensing regulations.

The Section also comprises the management of the Garage Stores which is essential to the efficient service maintenance and repair of the Council's fleet of vehicles. The Emergency Rest Centre Store provided as part of the County-wide Emergency Planning Mutual Aid agreement is now located in a secure area contained within the Depot.

Fuel storage for all Council vehicles is secured in an area within the boundary of the Depot site. The Waste Transfer Station is located within the Depot. Responsibility for management of this, in accordance with the Environment Agency regulations lies within the Section.

Plans for 2010-2011 include the introduction of a VOSA approved MOT test lane. This will enable the Depot to carry out MOT tests on vehicles up to Class VII. This will provide improved efficiency with maintenance and regulatory testing of vehicles owned by the Council. The MOT testing facility will be available for use by the general public and it is envisaged that additional income will be generated by the introduction of this service.

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
	None			

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

Outcome

An efficient service to the Council's front line services, and in turn to the community.

Best value use of Council resources.

Generate income for the Council.

Ensuring compliance with legislation and health and safety regulations regarding vehicles and driving policies.

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

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
29. Sickness Management	Monitor Sickness Absence	Monthly	Fleet, Depot and Stores Manager	POS LP10	Time	A Well Run & Responsive Council
30. Driving Licence Checking Procedure	Liaison with Payroll Administration Officer and Section Managers	Six monthly	Fleet, Depot and Stores Manager		Time	A Well Run & Responsive Council
31. Procurement of New Vehicles	Procure new vehicles in accordance with operational requirements and in line with Authority's replacement programme.	Ongoing	Fleet, Depot and Stores Manager Procurement Officer	Increase Business Efficiency/ Effectiveness	Time Capital	A Well Run & Responsive Council
32. Replacement Programme	Review vehicles approaching end of life situation to establish suitability of retention and further use.	Ongoing	Fleet, Depot and Stores Manager		Time	A Well Run & Responsive Council
33. Equipment	Complete audit of garage equipment and identify requirements for replacement or repair	June 2010	Fleet, Depot and Stores Manager Garage Foreman		Time	A Well Run & Responsive Council
	Provide matrix of certification and testing compliance for garage equipment	April 2010	Garage Foreman		Time	A Well Run & Responsive Council
34. Service Continuity Plans	Review Service Continuity Plans	June 2010	Fleet, Depot and Stores Manager		Time	A Well Run & Responsive Council
35. MOT Testing Station	Issue Tenders for the provision of equipment and	May 2010	Fleet, Depot and Stores Manager		Time Capital	A Well Run & Responsive

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

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
	civil works		Procurement Officer	Increase Business Efficiency/ Effectiveness		Council
	Appoint Contractor and issue Contract	June 2010	Fleet, Depot and Stores Manager Procurement Officer		Time	A Well Run & Responsive Council
	Manage and oversee installation of equipment and works	Completion by end of September 2010	Fleet, Depot and Stores Manager Richard Hall		Time Capital	A Well Run & Responsive Council
	VOSA Approval of installation and equipment	End of September 2010	Fleet, Depot and Stores Manager		Time	A Well Run & Responsive Council
	Staff Training	In accordance with VOSA	Fleet, Depot and Stores Manager VOSA		Time Training budget	A Well Run & Responsive Council
	Civil Work modifications to offices	September 2010	Fleet, Depot and Stores Manager Richard Hall	Increase Business Efficiency/ Effectiveness	Time	A Well Run & Responsive Council
	System for safe storage of MOT documentation and methods of working and payment system.	September 2010	Fleet, Depot and Stores Manager Garage Foreman Management Accountant		Time	A Well Run & Responsive Council
	Marketing facility to general public	September 2010	Fleet, Depot and Stores Manager Marketing and Communications Officer		Time	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 **
36. Employee Training	Establish annual training needs	February 2011	Fleet, Depot and Stores Manager		Time	A Well Run & Responsive Council
	Report on how training has benefited the service	June 2010	Fleet, Depot and Stores Manager		Time	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	Measurement/Target			Lead Officer
RE LP11	Number of Accepted Non-Routine Fleet Vehicle Repairs		No target – Measurement 2008/09 - 239			M Phipps, S Brant, J Scully, G Edwards, S Winmill & P Allen
RE LP12	Cost of Accepted Non-Routine Fleet Vehicle Repairs		No target – Measurement 2008/09 - £42,388.72			M Phipps, S Brant, J Scully, G Edwards, S Winmill & P Allen
RE LP13	Number of Additional Non-Routine Fleet Vehicle Repairs Resulting in Investigation		No target – Measurement 2008/09 - 89			M Phipps, S Brant, J Scully, G Edwards, S Winmill & P Allen
RE LP14	Cost of Additional Non-Routine Vehicle Repairs Resulting in Investigation		No target – Measurement 2008/09 - £31,374.91			M Phipps, S Brant, J Scully, G Edwards, S Winmill & P Allen
RE LP15	Number of Fleet Vehicle Incidents Resulting in an Insurance Claim		No target – Measurement 2008/09 - 29			M Phipps, S Brant, J Scully, G Edwards, S Winmill & P Allen
RE LP10	% Working Days Lost to Sickness	5.8%	5%	5%	5%	M Phipps
RE LP47	% EDRs completed by July	New PI	100%	100%	100%	M Phipps

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Non compliance with VOSA regulations resulting in restricted use of HGV vehicles outside of Depot	Critical	Low	Negligible	Strict adherence to VOSA regulations, maintenance of records and monitoring by Fleet Manager and Section Managers	M Phipps
Non effective maintenance of fleet	Critical	Low	Negligible	Fleet maintenance Programme to ensure Operator Licence compliance	M Phipps D Simmonds
Non effective control of driver/operator working hours	Critical	Low	Negligible	Driver hours recorded and monitored by Waste Supervisor and Street Scene Supervisor as appropriate	John Rhodes

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
Asbestos Awareness	3 Mechanics 1 Garage Foreman	2010	Training Budget	Time	Safer working
Manual Handling	1 Garage Foreman	2010	Training Budget	Time	Safer working
HGV Driving/Training	1 Mechanic	November	In House	Time and Approx £80	Increased efficiency
MOT Testing Examiner	2 Mechanics 1 Garage Foreman	In accordance with VOSA	VOSA	Time	Enhanced services
MOT Test Lane Manager	Transport Manager	In accordance with VOSA	VOSA	Time	Enhanced services

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	6.24 FTE's Support Services 0.04 FTE	Current Assets	Garage Stores and Equipment 1 Van
Future Asset Requirements	7 refuse vehicles See Capital Budget Below		
Expenditure			
	2010/11	2011/12	2012/13
Capital Schemes			
Garage MOT Service	42,000	0	0
Revenue Budget			
Employee Costs	172,990	174,740	176,550
Premises Related Expenditure	10,580	10,810	11,040
Transport Related Expenditure	2,970	3,060	3,140
Supplies and Services	442,000	443,690	449,630
Third Party Payments	0	0	0
Transfer Payments	0	0	0
Support Services	57,040	58,780	59,600
Capital Charges	5,800	5,800	11,400
GROSS EXPENDITURE	691,380	696,880	711,360
Income	(28,980)	(31,420)	(31,420)
Recharges	(662,400)	(665,460)	(679,940)
GROSS INCOME	(691,380)	(696,880)	(711,360)
NET EXPENDITURE	0	0	0

Cost Centres Included in the Above:

R229 Garage Holding Account

NOTE: Element of cost included in R307 Waste/Fleet Management

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Driving Policy	October 2009	None	None



Service Business Plan 2010 / 11

Service	Human Resources	Service Manager	David Buckland 01562 732100 david.buckland@wyreforestdc.gov.uk
		Director	David Buckland 01562 732100 david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Cllr. John. Campion 01562 732749 john.campion@wyreforestdc.gov.uk

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Part A. Service Overview – what we do

The HR function provides services at both corporate and service area level. Its services range from consultancy, advice and support through to actual delivery of initiatives. The services are not in direct competition with other service providers and cover both statutory and discretionary services. They are delivered in accordance with statutory provision, agreed policies and corporate priorities. Services include:

- Recruitment and Selection
- Employee Relations
- Learning and Development
- Equal Opportunities and diversity
- Employee Welfare
- Occupational Health

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

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

Outcome

HR Policies – revised policies will better support their delivery and effective implementation by employees e.g. managing TOIL levels.

Essential Health and Safety Training – employees will have acquired the skills needed to ensure they create and work within safe environments.

Sickness Absence – levels of sickness absence will be managed by managers in accordance with the sickness absence policy and procedures.

Senior Consultation Group – continued close working with the trade unions will help to build a stronger and more motivated workforce.

Workforce Development Plan – implementation will ensure the council has the right skilled workforce, in the right place, at the right time to respond effectively to ongoing social, economic and environmental pressures.

Shared Services – employees will feel supported and properly engaged in any shared service programmes which the council agree to pursue.

Improve Capacity – the HR team will continue to improve capacity by integrating administration roles and responsibilities within the wider directorate administration systems.

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

What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
37. HR Personnel Handbook	Review and update all policies within the Personnel Handbook	March 11	HRO		Officer Time	A Well Run & Responsive Council
38. WETT Programme or Shared Services	Co-ordinate any required HR work arising from the WETT / Shared Services programme	As per agreed timetable	HRO		Officer Time	A Well Run & Responsive Council
39. Workforce Development Plan	Implement Workforce Development Plan	March 11	HRO		Officer Time	A Well Run & Responsive Council
40. Mileage Scheme	Review Mileage Scheme during 2010	Implementation 2010/11	HR Consultant		Officer Time	A Well Run & Responsive Council
41. Shift Allowance	Review Shift Allowance during 2010	Implementation 2010/11	HR Consultant		Officer Time	A Well Run & Responsive Council
42. Job Evaluation Scheme	Reopen Job Evaluation Scheme and carry out requests for review of grade	April 10	HR Consultant		Officer Time	A Well Run & Responsive Council
43. Sickness Absence	To meet with and support managers whose teams have the highest sickness levels	Monthly	HRO		Officer Time	A Well Run & Responsive Council
	To monitor sickness levels against those of our neighbouring councils	Quarterly	HRO		Officer Time	A Well Run & Responsive Council
	To provide an induction on the sickness absence policy to all new managers	Bi-monthly	HRO		Officer Time	A Well Run & Responsive Council
44. Employee Wellbeing	Hold HR drop in sessions for employees.	Monthly	HRO		Officer Time	A Well Run & Responsive Council
45. Improve Capacity	Continue to review internal HR processes and systems to streamline working procedures	March 11	HRO		Officer Time	A Well Run & Responsive Council

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
HR policies applied incorrectly	High	Low		Increase support and training for managers particularly in the following areas: Disciplinary, Sickness, Performance Management	HRO
Lack of capacity within HR Team to undertake required work	High	Significant		Capacity has been improved by transferring a number of responsibilities from HR Officers e.g. occupational health, CRB checks, training to Administration Officers.	HR consultant
				Re-structuring of CED or WETT programme to consider capacity issue	
Authority unable to attract high calibre employees	High	Significant		Consider partnering arrangements or shared service with other neighbouring authorities if an option	HRO
Sickness Absence continues to rise	High	Significant		Sickness Absence Policy Training for Managers	HRO
				Better utilise facilities on CHRIS system for monitoring	
				Provide added support for those managers experiencing high sickness absence in their teams	
				Hold employee wellbeing sessions	

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
HR Policies (subjects to be identified by Corporate Development and Performance Management Group)	Senior Managers	April 2010 to March 2011	Officer Time	N/A	Effective implementation of HR policy

Part H. Consultation – what consultation will we undertake in 2010/11						
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
HR Policies Rachael Gill HR Officer	Discretionary To seek employees' views on any proposals that may result in a change of HR policy e.g. Mileage Scheme, Shift Allowance 'A Well Run & Responsive Council'	Via Wyred Weekly	Employees	During 2010	In-house Officer time	During 2010
Corporate Projects Rachael Gill HR Officer	Discretionary To seek employees' views on corporate projects that could affect operational arrangements 'A Well Run & Responsive Council'	Via Wyred Weekly Focus Groups / Workshops Senior Consultation Group	Employees	From April10 to March11	In-house Officer time	As per project plan timetable for each project

Part I. Communication – how will we be communicating with our stakeholders in 2010/11					
Communication & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method	Who	When	In-house or out sourced Resources
Updates on HR, Policies and Procedures Rachael Gill HR Officer	Discretionary To keep employees updated on HR, policies and procedures A Well Run & Responsive Council'	Wyred Weekly	Employees	Weekly Publication	In House Existing Budget

Part J. Resources and budget – Human Resources			
Current FTE Employees	2010-11 - 3.81 FTE's 2010-12 - 3.56 FTE's 2010-13 - 2.81 FTE's	Current Assets	
Future Asset Requirements			
Expenditure	2010/11	2011/12	2012/13
Employee Costs	121,770	118,450	102,900
Premises Related	18,120	18,730	17,630
Transport Related	3,560	3,630	3,660
Supplies & Services	50,500	54,310	50,720
Support Services	23,820	25,260	22,520
Transfer Payments	2,100	2,150	2,210
Gross Expenditure	219,870	222,530	199,640
Grant Income	0	0	0
Recharges	-217,860	-223,590	-202,960
Gross Income	-217,860	-223,590	-202,960
Net Expenditure	2,010	-1,060	-3,320

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
HR Service Business Plan	March 2010	None	N/A
Training Strategy	November 2009	None	N/A
Employee Competency Framework	January 2010	None	N/A
Employee Development Review scheme	January 2010	None	N/A
Human Resources Strategy	January 2010	None	N/A
Professional Subs and Fees Policy	December 2009	None	N/A
Redundancy Policy	December 2009	None	N/A
Wyre Forest District Council Workforce Plan	January 2010	None	N/A
Recruitment & Retention Policy	November 2009	None	N/A
Personnel Handbook – Section 9 – Grievance	January 2010	None	N/A
Personnel Handbook – Section 11 – Sickness Procedure	January 2010	None	N/A
Personnel Handbook – Section 12 – Miscellaneous Provisions	January 2010	None	N/A
Personnel Handbook – Section 1 – Redundancy, Retirement, Transfer & Termination	January 2010	None	N/A
Personnel Handbook – Section 4 – Salary & Grading Provisions	January 2010	None	N/A
Personnel Handbook – Section 5 – Hours & Leave	January 2010	None	N/A
Personnel Handbook – Section 6 – Travelling, Subsistence & Expenses	January 2010	None	N/A
Personnel Handbook – Section 7 – Official Conduct	January 2010	None	N/A
Personnel Handbook – Section 8 – Disciplinary	January 2010	None	N/A
Personnel Handbook – Section 1 – Recruitment, Appointment & Equal Opportunities	January 2010	None	N/A



Service Business Plan 2010 / 11

Service	Information & Communications Technology (ICT).	Service Manager	Name David Johnson Tel: 01562 732138 E-mail dave.johnson@wyreforestdc.go.uk
		Director	Name David Buckland Tel 01562 732100 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Name Nathan Desmond Tel 01562 68156 E-mail nathan.desmond@wyreforestdc.gov.uk

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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, Thin Client Devices, Servers, Telephone Switches, Data Switches, Firewalls, Telecommunications equipment and associated circuits.

Software covers diverse areas such as network management, e-mails, website, office application and business systems.

The ICT section facilitates and supports ICT services in the following areas :-

- Wide Area and Local Area Network management and support.
- Support for Home and Mobile workers.
- Maintenance and replacement of PC's servers, printers, scanners, mobile devices (Blackberries, PDA's) etc.
- Feasibility studies, Business Cases and post implementation reviews.
- Design/development of new applications
- Systems Integration (provide links and technical support where external software has been purchased).
- Security and ensuring compliance with Code of Connection (Anti Virus, Firewalls, Encryption etc)
- Responsibility for daily back-ups, reorganisation of data, central printing and disaster recovery.
- Telecommunications (provide diagnostic and technical support for telephone, data lines and associated equipment).
- Corporate I.T. procurement (ensuring standards and corporate governance).
- I.T. Training (reinforcing technical standards).
- Internet Services (website, Intranet, security, access).
- Internal and external e-mail (management and support).
- Help Desk (enquiries, assistance, and job requests).
- Provision of equipment, broadband and wireless support for Members
- Website Development and Support.

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
RS BP09 IT 39a	Completed 50% of the projects related to the Council's ICT Strategy - Roll out of EDRMS and Thin Client for Building Control	31 Mar 2010	Thin Client element has been competed with EDRMS implementation due for completion in April. EDRMS was delayed due to integration problems with the software and the need for the supplier to upgrade to the latest version of the software.	Dave Johnson
RS BP09 IT 39c	Completed 50% of the projects related to the Council's ICT Strategy - Thin Client for Web development and bookings application	31 Mar 2010	The booking application has already been rolled out in a number of services areas. It is intended that this will be rolled out on a service by service bases as required by the ICT strategy and in line with other service business plans.	Dave Johnson
RS BP09 IT 39d	Completed 50% of the projects related to the Council's ICT Strategy - Roll out of EDRMS and Thin Client for Council Tax	31 Mar 2010	Thin Client and EDM elements have been competed with EDRMS implementation due for completion following Building Control. EDRMS was delayed due to integration problems with the software and the need for the supplier to upgrade to the latest version.	Dave Johnson
RS BP09 IT 40	Electronic Document and Records Management - 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	31 Mar 2010	This work is on-going as EDM and EDRMS is rolled out in accordance with the Council's transformational programme's timetable and other service areas business plans.	Dave Johnson
RS BP09 IT 42	Self Service - To assist with the introduction of new and enhanced electronic forms for use by customers and council employees.	31 Mar 2010	This work is on-going as the ICT strategy is rolled out Service by Service in accordance with the Council's transformational programme's timetable and other service areas business plans	Dave Johnson

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

Outcome

The ICT Strategy is supporting both the Corporate Plan and Division Business Plans with particular focus on efficiencies and service improvements. Early savings, efficiencies and prepare for a future Single Site will be made by :-

- Introduction of technology to enable employees to work more flexibly i.e. at home or by mobile working.
- Reduction in office space arising from employees working flexibly i.e. at home or by mobile working.
- Reduced office space arising from reduction in filing space as documents are scanned and stored electronically.
- Centralised secure access to information for employees and customers.
- Provision of secure self service for customers to raise their own requests, make payments or carry out their own enquiries thus allowing access to services outside of normal office hours.
- Procurement of new Virtualised Servers and Storage Area Network will result in improved data storage and enable one server to do the work of many. The technology will also provide greater access to applications for all users while reducing the total cost of ownership with reduction in space, electricity costs and carbon emissions.

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
46. Related to ICT Strategy – Continue to assist with the implementation of a Corporate information system	Roll out of EDM and EDRMS to 5 service areas, to be decided by Transformational Programme.	31 Mar 2011	Service Areas and ICT		Included in ICT Strategy	Transformational programme's timetable and other service areas business plans
47. Related to ICT Strategy – Automation of processes in Revenues and Benefits	Roll out of Enterprise Workflow system to streamline processes to ensure information is up to date, accurate and in the right place at the right time.	31 Dec 2010 Revenues 30/09/2010 Benefits 31/12/2010	Service Areas and ICT		Included in ICT Strategy	Transformational programme's timetable and other service areas business plans

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
48. Related to ICT Strategy – Roll out of 100 Thin Client devices internally across the Council	Replace lower specification PC with thin client devices 25 by June 2010 50 by September 2010 75 by December 2010 100 by March 2011	31 Mar 2011	ICT		Included in ICT Strategy	Transformational programme's timetable and other service areas business plans
49. Related to ICT Strategy – Assist with the implementation of Home Working	Implementation of up to 60 Home Workers by implementation of suitable technologies and equipment for both voice and data 5 by June 2010 20 by September 2010 40 by December 2010 60 by March 2010	31 Mar 2011	Service Areas and ICT		Included in ICT Strategy	Transformational programme's timetable and other service areas business plans
50. Related to ICT Strategy – Assist with the Implementation of Self & Assisted Service in Revenues and Benefits.	Procurement of back office self service modules is the preferred option if available. Assist with Generic link to Hub CRM and Corporate information system.	30 Sept 2010	Service Areas and ICT		Included in ICT Strategy	Transformational programme's timetable and other service areas business plans
51. Single Site	To work with the Single Site Project team to ensure new facilities has ICT requirements	31 Dec 2011	Single Site Project Team and ICT			Single Site Project Team

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
52. Review Current email and Universal Communications	Review of Universal Communications including email, telephony, conferencing in readiness for single site	31 Mar 2011	Single Site Project Team and ICT			Single Site Project Team
53. Review current data backup system	Investigate options for replacing current backup to disk solution. Business Case required for either retaining or replacing current system.	28 Feb 2011	ICT		Expenditure required depending on outcome of Business case	
54. Investigate new delivery methods for members IT.	Investigate delivery of members ICT including Thin Client, Portals, CoCo secure logins etc. This could also include consultation and pilots being set up.	31 Dec 2010	ICT			
55. EDR's	Completion of EDR's in line with Council policy	31 July 2010	ICT			

* 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	
RE LP16	Number of Website Hits	6700				Colin Penhallow
RE LP18	Critical Server % Up time (this including Weekends)	97.04 %	98.00%			Steve Boddey
RE LP49	EDR's completed within Corporate timetable	Achieved	100%	100%	100%	Director of Resources

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Lack of ICT Resources	High	Medium	Amber	Ensure priorities are set and achievable	Dave Johnson
Lack of Service Resources to assist with Implementation	Significant	Low	Green	Ensure through the 3 transformation groups resources are applied.	CMT
Managers and Employee don't buy in to new technologies and ways of working	High	Low	Green		CMT
Delays due to problems with the technology	Significant	High	Red	Ensure pilots are undertaken and external support as required	Dave Johnson
Lack of overall Project / Program management	Significant	Low	Green	Regular monitoring reports to the CMT/ICE Group and Transformation Board	CMT

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
EDM and EDRMS	ICT and Service Areas	Dependant on Transformational timetable	Northgate IS, ICT and EDRMS champions	ICT Strategy	Enable employees and ICT to use and deploy EDM and EDRMS to required service areas.
Enterprise Workflow	ICT and Service Areas	May / June 2009	Northgate IS	ICT Strategy	Enable employees and ICT to use and deploy EDM and EDRMS to required service areas.
Technical Training to Support new ICT Infrastructure including Server 2008 , Citrix ZenApp and SQL 2008	ICT	April to July 2009	External Training	Existing Budgets	Enable ICT to support new infrastructure in advance of single site.
Equality Impact Assessments		2010 / 2011			Enable ICT to carry out impact assessments.

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
Employee Feedback Dave Johnson ICT Manager in conjunction with mobile and flexible working implantation group as part of the transformational programme	Discretionary To review feedback from users on the implementation / suitability of the technology to enable Home and Flexible working 'A Well Run & Responsive Council'	Electronic survey Wyre Forest Employee's	Home and Mobile Workers including any pilot areas 60	December 2010	In-house Officer time	CMT – Jan 11

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
Via Wyred Weekly as part of the transformational programme	'A Well Run & Responsive Council'	Electronic on the Intranet	Employee's	Monthly	In-house Existing budget

Part J. Resources and budget			
Current FTE Employees	12 FTE's Support Services 0.73 FTE	Current Assets	ICT Infra-Structure, hardware and software as per insurance schedule.
Future Asset Requirements	See Capital Budget Below		
Expenditure			
		2010/11	2011/12
Capital Schemes			2012/13
ICT Strategy		824,000	464,000
			143,000
Revenue Budget			
Employee Costs		387,870	393,220
Premises Related Expenditure		43,800	44,360
Transport Related Expenditure		3,400	3,400
Supplies and Services		666,020	666,330
Third Party Payments		0	0
Transfer Payments		0	0
Support Services		46,720	47,990
Capital Charges		231,690	274,370
GROSS EXPENDITURE		1,379,500	1,429,670
Income		0	0
Recharges		(1,396,830)	(1,447,540)
GROSS INCOME		(1,396,830)	(1,447,540)
NET EXPENDITURE		(17,330)	(18,520)

Cost Centres Included in the Above:

- R431 Information Technology Section Administration
- R430 Central Computer Costs
- R435 Voice & Data
- R436 Print Management

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
ICT Policy			Training and Assess for compliance
ICT Strategy			Training and Assess for compliance



Service Business Plan 2010 / 11

Service	Payroll	Service Manager	Name Teresa Rudd Tel 01562 732764 E-mail teresa.rudd@wyreforestdc.gov.uk
		Director	Name David Buckland Tel 01562 732100 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Name Nathan Desmond Tel 01562 68156 E-mail nathan.desmond@wyreforestdc.gov.uk

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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 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer
	Investigate working more closely with the County Council in relation to the provision of payroll services	Oct 09		
	Participate in the CIPFA benchmarking club in relation to payroll services	Mar 10		

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

Outcome

The timeliness and accuracy of payments instils confidence in staff, members and outside bodies ensuring their financial stability

Part D. Service Actions for 2010/11 – What we plan to do						
What (Issue / Service Area)	How	When	Who	Measures *	Cost Code & Expenditure	Links **
56. Move all weekly paid staff to monthly pay	Implement arrangements for the volunteers	May 10	Payroll Manager		None	A Well Run & Responsive Council
	Implement arrangements for the residual staff	Jul 10				
	Consider alternative arrangements for the provision of this Payroll Function	Sept 10				
57. Training	To provide ongoing support and training to Admin officers using the CHRIS system	As needed	Payroll Manager		None	A Well Run & Responsive Council
58. Partnership Working	Investigate working more closely with the County Council in relation to the provision of payroll services	Nov 10	Payroll Manager		TBD	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	
RE LP20	% of employees paid by the due date	100%	100%	100%	100%	Payroll Manager
RE LP21	PAYE monies paid	100%	100%	100%	100%	Payroll Manager
RE LP22	% of P60s issued by due date	100%	100%	100%	100%	Payroll Manager
RE LP23	Payroll accuracy rates	EST 99.9%	99.9%	99.9%	99.9%	Payroll Manager
RE LP50	EDR's completed within Corporate timetable	Achieved	100%	100%	100%	Director of Resources

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Changes in tax regime	Marginal	Significant	Alert	Arrangements are in place with the providers of payroll software to supply updates as required	Payroll Manager
Aging printer for payrolls and payslips	Marginal	High	Alert	Backup printer is available, however, a review will be required for the future provision of payslips	Payroll Manager

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

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
None						

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
N/A					

Part J. Resources and budget			
Current FTE Employees	2.5 FTE's Support Services 0.38 FTE	Current Assets	
Future Asset Requirements			
Expenditure		2010/11	2011/12
Employee Costs		75,120	75,940
Premises Related Expenditure		6,980	7,100
Transport Related Expenditure		0	0
Supplies and Services		17,730	18,550
Third Party Payments		0	0
Transfer Payments		0	0
Support Services		2,200	2,290
Capital Charges		0	0
GROSS EXPENDITURE		102,030	103,880
Income		(580)	(580)
Recharges		(101,600)	(103,450)
GROSS INCOME		(102,180)	(104,030)
NET EXPENDITURE		(150)	(150)

Part K. Equality and Diversity - Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Payroll	Oct 09		



Service Business Plan 2010 / 11

Service	Revenues and Benefits	Service Manager	Name Val Upton Tel 01562 732620 E-mail val.upton@wyreforestdc.gov.uk
		Director	Name David Buckland Tel 01562 732100 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Name Cllr N Desmond Tel 01562 68156 E-mail nathan.desmond@wyreforestdc.gov.uk

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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 Rebate) 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 2009/10

Ref.	Action	Due Date	Explanation & Proposed Action	Lead Officer

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

Outcome

Making sure that the Benefit Service reaches vulnerable residents within Wyre Forest and ensures that they receive the benefits that they are entitled to.

Prompt payment of Benefit to help Customers avoid financial hardship

Recovery of Benefit overpayments to create income for the Authority

Maximum collection of Council Tax and Business Rates

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
59. Council Tax Ensure a prompt and efficient collection service in accordance with the Local Government Finance Act 1992	Set Council Tax each year Cabinet to agree Resolution	23/02/11	Revenues & Benefits Manager	BV 9	R310	A Well Run & Responsive Council
	To issue all annual bills - Revenues Section to update back office Systems, test and create debits and issue annual bills for new financial year by 03/03/11 so that bills can be issued 2 weeks prior to 1 st instalment due.	11/03/11				
	To issue other bills within 15 working days of receiving proper notification	To carry out continuous review				
	Review the cost of collecting Council Tax per chargeable dwelling to ensure it is set below average	To carry out continuous review				
	To maximise the Council Tax collection level each year.	To carry out continuous review				
	Increase Direct Debit Payers to 26,000 by continual promotion	March 2011				
60. NNDR (Business Rates) Ensure a prompt and efficient	To issue all annual bills - Revenues Section to update back office Systems, test and create debits and issue annual bills for new financial year by 03/03/11 so that bills can be issued 2 weeks prior to 1 st instalment	10/03/11	Revenues & Benefits Manager	BV 10	R310	A Well Run & Responsive Council

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
collection service in accordance with the Local Government Finance Act 1992	due.					
	To issue other bills within 15 working days of receiving proper notification	To carry out continuous review				
	The cost of collecting business rates per chargeable property to be below average.	To carry out continuous review				
	To maximise the business rates collection level each year.	To carry out continuous review				
61. Benefits To provide an effective and secure Benefits (Housing Benefit and Council Tax Rebate) administrative service to Customers in accordance with legislation	Undertake 4% accuracy checks on assessments in line with the Audit Commission KLOE's.	Weekly	Revenues & Benefits Manager	NI 181	R325	A Well Run & Responsive Council
	To utilise both the DWP Data Matching Service and have a proactive Intervention plan. Forward action plan agreed at monthly Management Meetings.	Monthly				
	To identify and effect recovery of monies due within legislation and current Policy.	Monthly				
	To prepare subsidy claims and supporting papers, DWP statistics in accordance with legislation.	Monthly				
62. Benefits To minimise the time taken	To monitor the workload and re-direct resources where necessary.	On going				

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
to process all benefit claims and thereby ensure that a backlog is not created.						
63. Benefits Seek continuous improvement by way of efficiency savings and value for money improvements in line with Best Value principles including working in partnership.	To complete the review of working practices and procedures in line with KLOE's	September 2010			Within existing budgets and with the support of IT Section	
	To complete the review on existing technology and consider new technology to aid in the improvement and efficiencies to the service. This includes EDRMs / Mobile & Flexible Working, Interfaces between electronic forms and back office systems and Self Service for Customers.	December 2010				
	Continue to share good practice with neighbouring authorities and share external training where possible.					
	Re-introduce benchmarking with neighbouring authorities.					

* 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 180	The Right Benefit Indicator	TBC				Revenues & Benefits Manager
NI 181	The Right Time Indicator	TBC	13	13	13	
RE LP24	% Of Council Tax Collected	TBC	98%	98%	98%	
RE LP25	% of Non Domestic Rates Collected	TBC	97%	97%	97%	
RE LP26	% New Claims > 50 days	TBC	5%			
RE LP27	% New Claims Decided in 14 days	TBC	87%	88%	89%	
RE LP28	% New Claims Paid on Time	TBC	96%	97%	98%	
RE LP29	% Claims Accurately Processed	TBC	96%	97%	98%	
RE LP30	% Overpayments Recovered against Balance	TBC	53%	54%	55%	
RE LP32	Number of Fraud Referrals	TBC	340	350	360	
RE LP33	Number of Fraud Investigations	TBC	280	290	300	
RE LP34	Number of Sanctions	TBC	40	45	50	
RE LP34	Cost per Claim	TBC	£19	£19	£19	
RE LP51	Percentage of Employee Development Reviews completed by July	n/a new indicator	100%	100%	100%	

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

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
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
Equality & Diversity	All employees	TBC	Internal	Officer time	Improved awareness of the 6 equality strands and recognising and engaging with our diverse communities.

Part H. Consultation – what consultation will we undertake in 2009/10							
Consultation Issue & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim/Priority	Method & Geographical Area	Who & Numbers	When	In-house or outsourced Resources	Results When will 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	2010/11	In-house Officer Time	March 2011 Director of Resources	

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 outsourced 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 2011	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 2011	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 2010/11	In-house Existing budget	

Part J. Resources and budget			
Current FTE Employees	51.10 FTE's in 2010/11, 51.30 FTE's in 2011/12 & 2012/13 Support Services 4.74 FTE's	Current Assets	
Future Asset Requirements			
Expenditure		2010/11	2011/12
		2012/13	
Employee Costs		1,401,960	1,416,890
Premises Related Expenditure		111,340	113,480
Transport Related Expenditure		6,860	6,860
Supplies and Services		524,590	486,830
Third Party Payments		0	0
Transfer Payments		37,780,070	41,652,520
Support Services		233,260	240,250
Capital Charges		1,210	610
GROSS EXPENDITURE		40,059,290	43,917,440
			48,207,530
Income		(39,294,380)	(43,041,100)
Recharges		0	0
GROSS INCOME		(39,294,380)	(43,041,100)
			(47,292,310)
NET EXPENDITURE		764,910	876,340
			915,220

Cost Centres Included in the Above:

- R310 Council Tax and National Non-Domestic Rates
- R320 Benefit Payments
- R325 Benefits 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
Benefit Service	31/03/10	None	N/A
Revenue Service	31/03/10	None	N/A



Service Business Plan 2010 / 11

Service	Support Services and Concessionary Travel	Service Manager	Name Chris Baylie Tel 01562 732126 E-mail christine.baylie@wyreforestdc.gov.uk
		Director	Name David Buckland Tel 01562 732100 E-mail david.buckland@wyreforestdc.gov.uk
Directorate	Resources	Cabinet Member	Name Cllr. Nathan Desmond Tel 01562 68156 E-mail nathan.desmond@wyreforestdc.gov.uk

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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 Administrative and Secretarial Support Service for the Resources Directorate.

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

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

Outcome

To minimise disruption for the customer, ensure the efficient transfer of all data to One-Serve by April 2011 when responsibility for Concessionary Travel is transferred to the County.

For the over eighties and those residents who are unable to use a bus through disability, reintroduce the provision of Taxi Tokens to give them access to free travel.

With the introduction of Procure to Pay ensure that all procedures are updated in Support Services to accommodate these changes.

EDRMS – Ensure all records are transferred efficiently and in the right format to facilitate more efficient working.

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
64. Concessionary Travel To provide an efficient and effective administration service of the authority's Concessionary Travel Scheme in accordance with legislation	To administer the National Concessionary Bus Travel Scheme, in conjunction with the Worcestershire Concessionary Travel Partnership	Continuous	Administrative Officer	Satisfaction levels	R330 Gross expenditure	A Well Run & Responsive Council
	To remain fully compliant with the Concessionary Bus Travel Act 2007, Transport Act 1985 and 2000 Act; the Concessionary Bus Travel Act 2007 (Variation of Reimbursement and Other Administrative Arrangements) Order 2010; and current Scheme issued by the Worcestershire Concessionary Travel Partnership	Continuous 6 th April 2010 Continuous	“ “ “	“ “ “	“ “ “	“ “ “
	Facilitate the migration of data held by WFDC to the County in readiness for transfer of responsibility for administering Concessionary Travel to Worcestershire County Council	By 31 st March 2011	“	“	“	“
65. Buss Passes	To issue new applicants with a National Free Bus Pass in a timely manner	Within 2 weeks of application	“	LP1?	“	“
66. Website	To monitor and update Authority's website with current information	Continuous	“	“	“	“

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

What	How	When	Who	Measures *	Cost Code & Expenditure	Links **
67. Travel Tokens	To administer the authority's Travel Token Scheme	Commencing 1 st July 2010	"	"	"	"
68. Support Services To provide an efficient and effective Administrative and Secretarial Support Service for the Resources Directorate	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	A Well Run and Responsive Council
	To maintain and monitor stock levels of all Council cheques, controlled stationery and car park passes for all Directorates	Ongoing	"	"	"	"
	Open and distribute incoming and despatch outgoing post for Resources Directorate, Duke House	Same day	"	"	"	"
	To transcribe Benefit Fraud tapes for possible submission to Court	Within 5 working days of receipt into Support Services	"	"	"	"
	To issue security swipe fobs and cards for Duke House and Coventry Street	Same day	"	"	"	"

- 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 / Strategie

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	
RE LP52	EDR's completed within Corporate timetable	Achieved	100%	100%	100%	Director of Resources
RE LP07	Bus passes issued within 2 weeks	Achieved				Administrative Officer

Part F. Service Risks					
Risk	Impact	Likelihood	Status	Management	Lead Officer
Concessionary Travel FS 06b Council have insufficient budget to finance the scheme	Low	Marginal		Administrative Officer	Director of Resources

Part G. Training – what training is needed to achieve our Service outcomes?					
Required Training	Who	When	Resources	Cost	Expected Outcome
Procure to Pay	Sec/Admin. Asst. Admin. Officer				Enable efficient use of new system
One-Serve	Support Services				With the transfer of records, enable interim interrogation and monitoring of data
Equality & Diversity	Support Services				
EDRMS	Support Services				Enable efficient use of new system

Part H. Consultation – what consultation will we undertake in 2010/11						
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
None						

Part I. Communication – how will we be communicating with our stakeholders in 2010/11					
Communication & Contact Officer	Status (Statutory/Discretionary) Reason Corporate Plan Aim & / or Priority	Method	Who	When	In-house or out sourced Resources
Concessionary Travel – Change of Eligibility Chris Baylie	Statutory To inform pass holders of a change in eligibility for free Concessionary Travel in England A Well Run and Responsive Council	Press release, posters, Website.	Residents	March/April 2010	In-house and outsourced (WCC)
Transfer of responsibility to County David Buckland	Statutory To inform public of transfer A Well Run and Responsive Council	Press release Posters Website	Residents	January/ March 2011	In-house and outsourced (WCC)

Part J. Resources and budget			
Current FTE Employees	3.52 FTE's Support Services 0.33 FTE	Current Assets	
Future Asset Requirements			
Expenditure		2010/11	2011/12
Employee Costs		88,520	89,990
Premises Related Expenditure		12,310	12,470
Transport Related Expenditure		210	210
Supplies and Services		25,160	26,280
Third Party Payments		951,560	954,650
Transfer Payments		0	0
Support Services		17,440	17,800
Capital Charges		1,210	610
GROSS EXPENDITURE		1,096,410	1,102,010
Income		(303,540)	(303,540)
Recharges		(94,430)	(96,130)
GROSS INCOME		(397,970)	(399,670)
NET EXPENDITURE		698,440	702,340

Cost Centres Included in the Above:

R303 Support Services
R330 Concessionary Travel

Part K. Equality and Diversity – Equality Impact Assessments (EIA) Completed			
Service, Plan or Strategy Assessed	Date EIA Completed	Issues Arising	Planned Action if required
Concessionary Travel Service Business Plan	2009	Reduction in Concessions impacts upon elderly and disabled	None