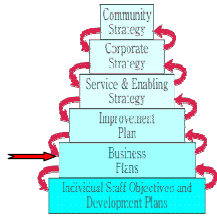


Finance Divisional Business Plan & Scorecard 2010/13

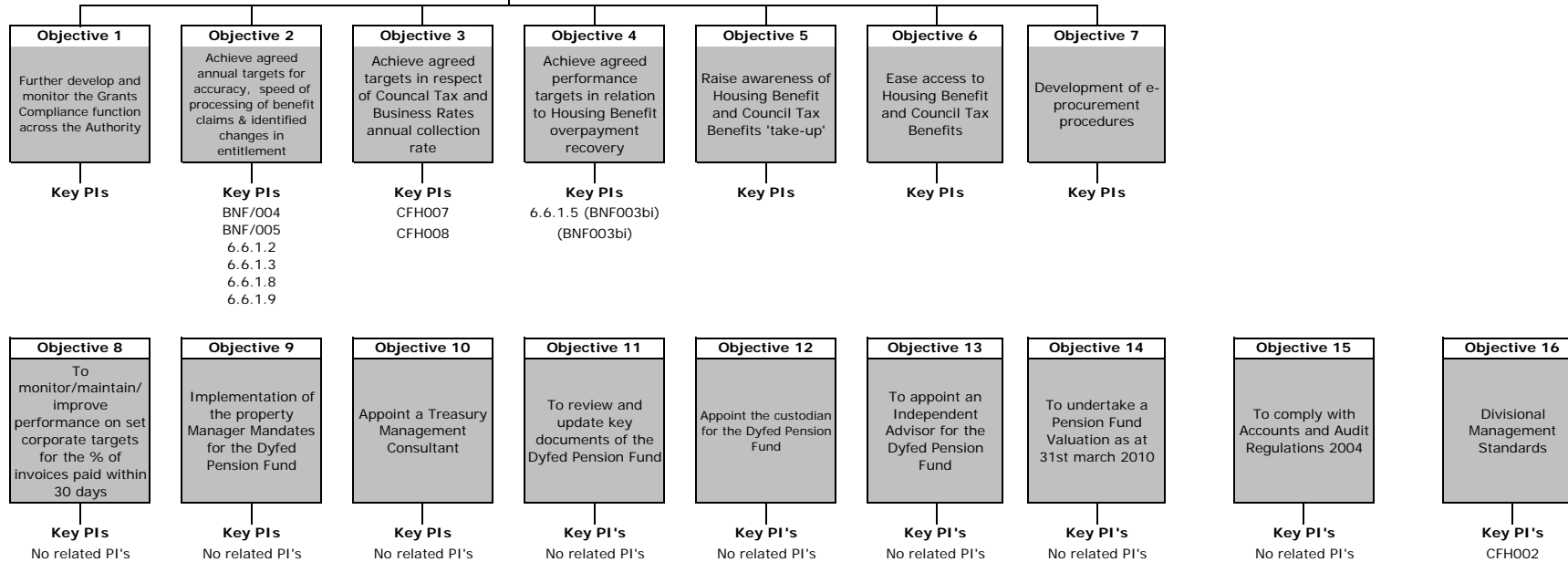
Head of Service - Chris Moore

To deliver the Community Plan priorities of:

- *Ensuring effective systems and procedures for early closure of annual accounts
- *Improving collection rates for Council Tax, Business Rates and Miscellaneous Income
- *Further developing the Authority's Financial Management System
- *Supporting the development of a new look Local Government Pension Scheme
- *Further developing the Council's Efficiency Agenda
- *Further improving budget monitoring procedures throughout the Authority



Approved Budget 2010/11		
Expenditure £000's	Income £000's	Net £000's
£62,228	£50,808	£11,420



Details of these key PIs is provided in Table 5a
Further supporting Indicators can also be found in Table 5a

	<u>Contents</u>	Re-use	Pre - populated	Hyper link	Update
Cover	The Divisional Objectives on a Scorecard	✓			
Our Core Values		✓			
Part 1 The Service in context					
1a	Service Facts - Profile of Service	✓			
1b	How the Service Fits in with the Community Plan (USE Table 1c To Help)	✓			
1c	The Council priorities that the Service supports	✓			
Part 2 Where are we now and where do we want to be ? (How the Division is performing)					
2a	Risk Assessment		✓		
2b	How we are doing on this year's (2009/10) objectives. Report from PIMS.		✓	✓	
2c1	Consultation				
2c2	Partnership		✓		
2d (i)	All Wales Statutory and Core Performance Indicator Comparative Information Chart		✓		
2d (ii)	Commentary Page on the All Wales Statutory and Core Performance Indicator Comparative Information Chart				✓
2e	Service Review				
Part 3 How do we get there? (Service Improvement Planned 2010-11) - Basis of Business Unit Plans.					
3a	For each Service Objective over three years – <ul style="list-style-type: none"> · Identify the Actions that you are taking to achieve measurable improvement. · Must identify a year one milestone · Remember to address the financial, workforce, accessibility and system needs 	Roll on last years three year plan			✓
3b	Divisional Management Standards				✓
Part 4 Use of Resources					
4a	Enter your Service Budget and projections over three years. Explain any variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
Part 5 Results and Target Data					
5a	2009- 10 results and targets for 2010/11 - Main and secondary indicators in detail - Explain significant variations from year to year, between target to projected result for the year and explain any major change in future targets		✓		✓
5b	Divisional Management Standards		✓		
5c	Measurement Summary - The Balance		✓		
5d	List of the Core Measures that the Service reports on - but will not be using in this business plan.		✓		

In building a better Carmarthenshire it is important that our actions are built upon a foundation of key values and principles that act as a guide for our initiative and enterprise.

Our Core Values

Openness, Trust, honesty, integrity

We believe in openness and honesty in all our dealings with the public; we will provide comprehensive information to the public about our services so that they can judge how well we are performing.

Putting Customers First

We will ensure that the needs of our customers are at the heart of everything we do.

Listening - and delivering on promises

We are a listening organisation which consults before reaching major decisions and having reached a decision, delivers on our promises. We believe in clear leadership, informed decision making, robust scrutiny and honouring commitments.

Working in partnership

We will strive to avoid duplication and waste of effort through working closely with our partner organisations, the voluntary sector, trade unions and the local community.

Valuing our staff

We cannot deliver anything without the efforts of our staff - they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery.

Ensuring Equality of Opportunity

We will serve all of our customers and the community equally and strive to ensure that everyone has the same rights of access to all of our services

Treating People and the Environment with Respect

We will treat people with respect and we aim to be a leader in the field of sustainability - conserving the earth's resources and protecting the environment

Improving our Services

We will strive to continuously improve our services; we are an innovative organisation which constantly seeks new and better ways to deliver our services.

These values permeate everything that we do whilst ensuring that we make better use of resources wherever possible.

Finance – Business Plan 2010-2013

Part 1 - The Service in context

Table 1a

Service Facts

Division	Financial Services	E-Mail: Cmoore@cararthenshire.gov.uk
Division Head	Chris Moore	For further information please go to www.cararthenshire.gov.uk/performance or Telephone:01267 224160
Executive Board Member	Cllr Wyn Evans	
Scrutiny Chair	Cllr L Mair Stephens	

Service Profile

Financial Services has four distinct services:

Accountancy - The provision of decentralised accounting and financial management service, including accounting, Internal Clients: Departments, Schools, Members and Council itself.
External Clients: Probation Service, Mid and West Wales Fire Service and Schools (All external clients secured through Other Contacts: Welsh Assembly Government (WAG), WLGA, Welsh Audit Office, CIPFA

Treasury and Pension Investments - The provision of a Treasury Management and Pension Fund Investment Service including statistical and legislative research and development work. To manage the strategic direction and formulate and implement Policy and Strategy and ensure the integrity of the Dyfed Pension Fund, the management of the Welsh Church Fund and Banking Services.
Internal Contacts: Departments, Members and Council itself

External Contacts: Authority's bankers, transaction Counter Parties (Banks and Building Societies), London Money Market and Wales Audit Office, Fund Managers, Actuary, Performance Management Company, Custodians, Independent Adviser, Department of Community and Local Government, Welsh Assembly Government, WLGA, CIPFA and approximately 50 employers within the Dyfed Pension Fund.

Exchequer Services - The exchequer function provides a wide range of services which cover:

- . Payment of creditors and staff expenses for the authority, schools through service level agreements and external
- . Payment of salaries and wages to all the authority's employees and external clients - Probation Service,

The lead authority for the Local Government Pension scheme administering the Dyfed Pension fund (with 51 participating employers), on an agency basis, administers the Police and Fireman's Pension Schemes and undertakes pension appeal cases.

Revenue Services - Revenue Services is responsible for the administration, billing and collection of Council Tax and

In addition to these income collection functions, the unit has responsibility for helping meet the housing costs of low income households within the County through payment of Council Tax Benefit and Housing Benefit in respect of Council and private tenants, as well as owner-occupiers. Linked with this function is Benefits Fraud Investigation, which is also undertaken within the unit.

Part 1(Continued) - Table 1b

How we fit in

1) How the Service links to and supports the delivery of the Community & Improvement Plan/Corporate Strategy :

Theme: Making Better use of Resources

Sub Theme: Improving the management of Finances and Procurement

Accountancy

The Accountancy service links to and supports the delivery of the Community Plan through the provision of an effective and efficient financial management service in the control of the Authority's resources which will be supported by :

- Improved financial and budget management via new Financial Systems
- The exploration of new funding opportunities and improve grant processes and procedures
- Local and Community Plans via an efficient and effective use of Capital resources

Theme: Making Better Use of Resources

Sub Theme: Improving the management of Finances and Procurement

Treasury and Pension Investments

Optimising the cash management of the Authority and ensuring low rates of debt and the best rates for investments while minimising risk. Maximising the solvency of the Dyfed Pension Fund.

Exchequer Services:

The unit recognises how the Exchequer function will assist the Strategic Themes to ensure that the Council realises its vision to make Carmarthenshire a better and more prosperous region for residents, work and leisure.

Revenue Services:

Theme: Building a Better Council

Sub Theme: Providing Equal Opportunities and Social Inclusion

- Promotion of benefits, together with the accurate and prompt payment to qualifying low-income households contributes to the Council's aspirations for Social Inclusion
- The availability of home visits by Housing Benefit Visiting Officers to assist vulnerable customers with either new or renewal Housing Benefit claims which again contributes to the Council's aspirations for Social Inclusion

Theme: Making Better use of Resources

Sub Theme: Management of Finances and Procurement

Sub Theme: Improving Services by the Use of IT

- Improved income collection rates within mainstream income areas of Council Tax, Business Rates and Sundry Debtors, contribute to better financial management of the Council's resources through better cash-flow and ultimately reducing the amount of money it is owed.
- The detection and prevention of Benefits Fraud also assists in the better use of limited financial resources in the important area of welfare benefits.
- The Unit has three interactive websites covering Council Tax, Business Rates and Housing Benefits. These provide a comprehensive source of information and advice, as well as a range of interactive forms and documents which afford direct electronic communication to the relevant sections within the Unit.
- Electronic payment provides customers with enhanced payment facilities. This is available via the Internet, the Unit's four cash-offices (either in person or over the telephone) or the Council's Corporate Call Centre.
- Paperless Direct Debiting allows customers to arrange Direct Debit payment for Council Tax and Business Rates over the telephone
- The adoption of an Electronic Document Management System improves customer response times, account and benefit claim management as well as speed of processing.

2) The key service strategies/plans that are the drivers for the Service

Three Year Capital Programme, Treasury Management Policy and Strategy, Dyfed Pension Fund - Funding Strategy Statement and Statement of Investment Principles

Risk Assessment for 2010+ - Table 2a

NOTE: - All Council Risks are on this spreadsheet

- Please filter the data for appropriate Division and Business Unit

- High and Medium Risks must be addressed in the Divisional Plan and Low Risks must at least be addressed in the Business Unit Plans





















Dept	Division	Business Unit	Risk Area	H=High; M=Medium; L=Low	Risk Reference
Resources	Financial Services	Accountancy & Technical	Accounts Closure	L	10/Risk/ 82
Resources	Financial Services	Accountancy & Technical	Upgrading of Financial Management System	L	10/Risk/ 83
Resources	Financial Services	Treasury & Pensions Investment	Financial crisis and impact on Treasury Management and Dyfed Pension Fund.	M	10/Risk/ 84
Resources	Financial Services	Pensions Investment	Deficit of pension fund – and increased risks due to economic crisis.	M	10/Risk/ 85

Table 2b How are we doing against the current years business plan actions?

Q4 Extract from - Performance & Improvement Monitoring System (PIMS)

This page is prepopulated for the Division prior to release

Summary of Progress

Objectives in Divisional Business Plan 	Total No. of actions agreed 	Total No. of actions completed / overall deemed on target 	Total No. of actions not due to start until after this qtr 	Total No. of actions overall deemed off target 	Total No. of actions not reported 	% overall on target 	Progress? 75%+=  25-74%=  0-24%= 
To comply with Accounts and Audit Regulations 2004, to achieve the Closure of Accounts ad present to Audit Committee by 30th June Annually	1	1	0	0	0	100%	
Achieve agreed performance targets in relation to Housing Benefit overpayment recovery	1	1	0	0	0	100%	
Improve collection performance and recovery procedures within Miscellaneous Income (Sundry Debtors) service	1	1	0	0	0	100%	
Raise awareness of Housing Benefit and Council Tax Benefits 'take-up'	1	1	0	0	0	100%	
Ease access to Housing Benefit and Council Tax Benefits	2	2	0	0	0	100%	
To enhance the self service functionality of the HR/Payroll system to include electronic process and authorisation of travelling, subsistence and other incidental payments	3	3	0	0	0	100%	
Development of e-procurement (via introduction of Agresso 5.5 functionality procedures)	3	1	1	1	0	67%	
To monitor/maintain/improve performance on set corporate targets for the % of invoices paid within 30 days	2	2	0	0	0	100%	
To upgrade the operating pension administration software systems to 'Altair'	5	5	0	0	0	100%	
To prepare for the International Financial Reporting Standards (IFRS) financial reporting requirements	1	1	0	0	0	100%	

Pensions Administration and Investment Training for Dyfed Pension Fund Trustees	2	2	0	0	0	100%	😊
Reducing the weighted debt of the Authority's borrowing portfolio	2	2	0	0	0	100%	😊
To continue monitoring, maintaining and analysing Treasury Management function	2	2	0	0	0	100%	😊
To minimise the deficit of the Dyfed Pension Fund	2	2	0	0	0	100%	😊
Development of the Financial Management System	1	1	0	0	0	100%	😊
Further develop and monitor the Grants Compliance function across the Authority	3	3	0	0	0	100%	😊
Achieve agreed annual targets for accuracy, speed of processing of benefit claims and identified changes in entitlement	1	1	0	0	0	100%	😊
Overall performance	33	31	1	1	0	94%	😊

Any key issues that need to be taken forward to 2010+ are addressed in table 3a

Any remedial action on off target issues can be examined on PIMS



Table 2c1 - Customer Consultation

Table 2c1 - Customer Consultation	
What consultation have you undertaken in the past year?	Any actions in this years plan?
Budget Consultation with non domestic rate payers, Citizens Panel and Community Town Council	

Partnership Working - Table 2C2

Filter by service

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Resources	Yes CCC is the lead, in respect of Electricity Under 100kw & Natural Gas Only. Andrew Morris - Principal Energy & Services Officer. Tel 01267 228183 email ACMorris@cararthenshire.gov.uk	Purchase of Energy (Electricity, Natural Gas, Heating oil, LPG Gas)	Pembrokeshire CC; Ceredigion CC; Carmarthenshire CC; Dyfed Powys Police; Mid & West Wales Fire Brigade; various colleges
Resources	CCC is not the lead Yes as Host Authority only . John Lloyd - Business & Strategy Manager. Tel 01267242317, email JRLloyd@cararthenshire.gov.uk	Wide Area Network – MARAN2 (MLL Telecom) Joint Library System	Ceredigion CC, Powys CC and Carmarthenshire CC Neath/Port Talbot County Borough Council/Pembrokeshire County Council/Swansea County Council
Resources Resources	CCC is not the lead k Tender led by Pems	Emergency Planning/Business Continuity Call Carrier Services (TML Telecom)	Dyfed Powys Police Ceredigion County Council/Powys County Council/Caerphilly County Borough Council
Resources Resources Resources	CCC is not the lead CCC is not the lead CCC is not the lead	Secure Communities Network Collaborative procurement for desktop hardware Staff Vehicle Contract Hire	Carmarthenshire NHS Trust (together with Pembrokeshire, Powys and Ceredigion Trusts), Mid & West Wales Fire & Rescue Participation in appropriate All Wales Framework Agreements (Welsh Public Sector) OGC National Framework
Resources	CCC is not the lead	PC's Laptops and Printers, IT Consumables, Office Supplies, Photocopiers, Vehicles.	
Resources	CCC is not the lead	Mobile Telephone Service	
Resources	CCC is not the lead		

Performance Indicator Positions 2008/2009



KEY:- Bold Text = Data which has been queried by the auditors

Yellow Highlighting = No improvement direction has been set

Carmarthenshire's 2008/09 performance ranked in relation to other Welsh Local Authorities.

PI Ref	Stat / Core / Not Used	PI Definition	Dept	Division	08/09 IP Theme	IAG / CMT for 08/09	Deleted / Being used for 09/10? (D/Y/N)	Performance Ranking																									Welsh Median
								Bottom					Bottom to Middle					Middle to Top					Top										
BNF/004	S	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	RSC	Finance	MBUR	CMT	Y	18.6	17.6	17.2	17.1	16.7	15.5	14.7	13.9	12.8	12.8	12.4	12.3	12.0	11.3	10.8	9.5	9.1	8.5	8.5	7.0	5.7	5.5	12.4			
BNF/005	S	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year	RSC	Finance	MBUR		Y	-	356.6	373.3	519.0	553.4	565.9	567.9	614.9	680.7	686.4	690.6	749.3	754.6	814.3	836.9	841.9	945.6	1,099.7	1,150.8	1,282.1	1,438.4	5,444.1				
CFH/006	C	% of undisputed invoices which were paid in 30 days	RSC	Finance	I&I	IAG / CMT	Y	-	70.6	79.0	81.2	82.9	83.0	85.9	86.7	87.0	87.9	87.9	89.1	89.1	90.5	91.7	92.6	92.9	93.2	93.5	95.2	96.5	97.4	89.1			
CFH/007	C	% of council tax due for the financial year which was received by the authority	RSC	Finance	MBUR	CMT	Y	94.39	94.68	95.12	95.61	95.68	95.77	95.98	96.32	96.39	96.44	96.73	96.86	96.88	96.90	96.97	96.99	97.06	97.13	97.18	97.26	98.11	98.28	96.79			
CFH/008	C	% of non-domestic rates due for the financial year which were received by the authority	RSC	Finance	MBUR		Y	92.16	93.99	95.56	95.96	96.51	96.77	96.84	96.92	97.05	97.25	97.29	97.32	97.40	97.44	97.52	97.83	97.94	97.96	98.14	98.16	98.31	98.84	97.30			

Table 2d Annexe

Note Table 2d - shows our results for all Core and Statutory measures

Some of the measures that we have to report are not particularly relevant to or used in Carmarthenshire Business Planning and reasons for this are outlined in Table 5d

You need only comment on those PI's used in this business plan (identified by BP in Column 2)

You must comment on your lower range PI's (Action being taken to address performance needs to be captured in Table 3)

End of Year comments for 2008/09 results could be reused here and prepopulated.

Comments on how Service results compare with other Welsh Councils for 2008/2009

PI Reference / Description	Supporting Comments
BNF/004 Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	The 2009/10 target of 16 days was achieved with the End of Year Result of 9.6 dys, which shows a large improvement despite the number of new Housing Benefit and Council Tax Benefit claims having almost doubled in number.
BNF/005 The number of changes of circumstances which affect customers entitlement to Housing Benefit (HB) or Council Tax Benefit within the year	The Final End Of Year Result was over target at 2168 due to the way the department of Works and Pensions collate the data to include mass updates which over inflate the result,
CFH/006 Undisputed invoices which were paid in 30 days	The succesful implementation of the major upgrade to the Financial Management System during 2009-10 was successful. This has established a platform for which to launch a common purchase order and invoice processing convention.
CFH/007 % of Council Tax due for the financial year which was received by the Authority	The 2009/10 result achieved target at 97.43% which shows an improvement on 2008/09.
CFH/008 % of non domestic rates due for the financial year which was received by the Authority	The End of Year result for 2009/10 was 98.66% which shows an improvement on 2008/09 result.

Part 3 - Service Improvement Planned in 2010/13

Table 3a
What we want to achieve in 2010/11-13

Objective 1:	Further develop and monitor the Grants Compliance Function across the Authority												
Main PI(s) & Target:	No Related PI's												
3	4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Further develop the Grants training programme recognising the changes and risks with the new convergence programme		Owen Bowen	x	x	x	Apr-10	Mar-13		MMFP	✓		(7) Innovation	
To continue to work with internal and external audit to limit any risks within the Grants Compliance		Owen Bowen	x	x	x	Apr-10	Mar-13			x		(2) Service Quality	

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 2:	Achieve agreed annual targets for accuracy, speed of processing of benefit claims and identified changes in entitlement												
Main PI (s) & Target:	BNF/004, BNF/005, 6.6.1.2, 6.6.1.3, 6.6.1.8 & 6.6.1.9												
3	4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Maintain sample checking and error analysis to identify service-wide trends or individual training needs		John Gravelle	x	x	x	Apr-10	Mar-13			x		(2) Service Quality	
Maintain weekly sectional work status reviews, staff performance monitoring and claim processing targets		John Gravelle	x	x	x	Apr-10	Mar-13			x		(2) Service Quality	
Undertake proactive review exercises to identify changes in circumstances affecting the level of benefit entitlement.		John Gravelle	x	x	x	Apr-10	Mar-13			x		(2) Service Quality	
Review procedures for submission / acceptance of new claims		John Gravelle	x	x	x	Apr-10	Mar-13			x		(2) Service Quality	

Part 3 - Service Improvement Planned in 2010/13

Table 3a

Objective 3:		Achieve agreed targets in respect of Council Tax and Business Rates annual collection rate											
Main PI (s) & Target:		CFH007 & CFH008											
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Maintain regular recovery exercises and monthly monitoring of year to date results		John Gravelle	X	X	X	Apr-10	Mar-13			X			
Identify and implement any improvements to/ additional options for recovery procedures		John Gravelle	X	X	X	Apr-10	Mar-13			X		(7) Innovation	
Encourage benefit take-up in relation to Council Tax default cases		John Gravelle	X	X	X	Apr-10	Mar-13			X			

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 4:		Achieve agreed performance targets in relation to Housing Benefit overpayment recovery													
Main PI (s) & Target:		6.6.1.5 (BNF003bi)													
3		4	5	6	7	8	9	10	11	12	13	14	15	16	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes		
Ensure active use of DWP Debt Management recovery procedure		John Gravelle	X	X	X	Apr-10	Mar-13			X		(6) Efficiency			
Maintain recently introduced procedures new procedure for referral of cases to Legal Services section or to external recovery agencies		John Gravelle	X	X	X	Apr-10	Mar-13			X					
Maintain recovery timetable and aged debt reviews		John Gravelle	X	X	X	Apr-10	Mar-13			X					
Address any related actions arising from the Wales Audit Office benefits inspection regime		John Gravelle	X	X	X	Apr-10	Mar-13								

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 5:		Raise awareness and improve 'take-up' of Housing Benefits and Council Tax Benefits													
Main PI (s) & Target:		No related PI's													
3		4	5	6	7	8	9	10	11	12	13	14	15	16	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes		
Undertake a direct and indirect marketing of households that are not currently on Housing/Council Tax benefit		John Gravelle	X			01.04.09	31.03.11		MMFP	✓					
Indirect - Promotion/Publicity: Via 50+ scheme -Newsletter/Insert, general publicity via Community News and other appropriate communication including Radio Communication and external advertising; pro active targeting of relevant community groups		John Gravelle	X			01.04.08	31.03.11		MMFP	✓					
Improve claim procedures by addressing any issues identified from customer surveys		John Gravelle	X			01.04.08	31.03.11		MMFP	✓		(2) Service Quality			

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 6:		Ease of access to Housing Benefit and Council Tax benefits												
Main PI (s) & Target:		No related PI's												
3		4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes	
Address any related actions arising from the Wales Audit Office benefits inspection regime.		John Gravelle	X			Apr-09	Mar-11			X	IAG	(2) Service Quality		
Identify (and address where possible) customer accessibility issue by means of customer questionnaire surveys		John Gravelle	X	X		Jan-09	Mar-11			X	[Hatched]	(4) Fairness		
Improve procedure for arranging office appointments, home visits and telephone claims for new customers		John Gravelle	X	X		Jan-09	Mar-11			X	[Hatched]	(4) Fairness		
Improve claim procedures by addressing any issues identified from customer surveys		John Gravelle	X			01.04.08	31.03.11			X	IAG	(2) Service Quality		

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 7:		To develop and implement a corporate/departmental roll-out programme for e-procurement											
Main PI (s) & Target:		No related PI's											
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
To identify a pilot area and introduce operation e-procurement processes and procedures		Huw Thomas/ Nigel Williams	x			Apr-09	Jun-10		X		[Hatched]	[Blue]	[Blue]
To develop a corporate roll out programme to cover main departments		Huw Thomas/ Nigel Williams	x			Apr-10	Mar-11		X		[Hatched]	[Blue]	[Blue]
Further consideration/timetable to be given to introduce e-procurement practices at establishment/school level		Huw Thomas/ Nigel Williams				Apr-11	Mar-12				[Hatched]	[Blue]	[Blue]

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 8:		To monitor/maintain/improve performance on set corporate targets for the % of invoices paid within 30 days of receipt													
Main PI (s) & Target:		No related PI's													
3		4	5	6	7	8	9	10	11	12	13	14	15	16	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes		
To produce monthly statistics reporting on performance levels at Department and Service Levels		Huw Thomas	x			Apr-10	Mar-11			x		(2) Service Quality			
Via the Inter-Departmental Working Group, continually monitor performance and propose appropriate action should areas of underperformance be identified		Huw Thomas	x			Apr-10	Mar-11			x	[Hatched Box]	(2) Service Quality			

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 9:		Implementation of the property Manager Mandates for the Dyfed Pension Fund											
Main PI (s) & Target:		No related PI's											
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Implementation of the mandates for the newly appointed property managers		Anthony Parnell	x			Apr -10	Mar-11			x			

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 10:		Appoint a Treasury Management Consultant												
Main PI(s) & Target:		No related PI's												
3		4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes	
Evaluate and implement contract for a Treasury Management Consultant		Anthony Parnell	x			Apr-10	Jun-10			x				

Part 3 - Service Improvement Planned in 2010/13

Table 3a
What we want to achieve in 2010/11-13

Objective 11:		To review and update key documents of the Dyfed Pension Fund													
Main PI (s) & Target:		No related PI's													
3		4	5	6	7	8	9	10	11	12	13	14	15	16	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes		
Review and update the Statement of Investment Principles and Funding Strategy Statement of the Dyfed Pension Fund		Anthony Parnell	X			Apr-10	Mar-11			X		(6) Efficiency			
Review and update the Governance Policy of the Dyfed Pension Fund		Anthony Parnell	X			Apr-10	Mar-11			X		(6) Efficiency			

Part 3 - Service Improvement Planned in 2010/13

Objective 12:		Appoint the custodian for the Dyfed Pension Fund													
Main PI(s) & Target:		No related PI's													
3		4	5	6	7	8	9	10	11	12	13	14	15	16	
Key Action	Supporting Sub-Action Tasks	Owner /Resp. Officer	2010/1 1	2011/1 2	2012/1 3	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review	Mag 7 Improvement Type	WAG 19 Strategic	Outcomes	
Tender, evaluate and implement contract for a custodian for the Dyfed Pension Fund		Anthony Parnell	X			Apr-10	Sep-10			X					

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 13:		Appoint an independent advisor for the Dyfed Pension Fund											
Main PI (s) & Target:		No related PI's											
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
To evaluate and implement contract for an independent advisor for the Dyfed Pension Fund		Anthony Parnell	X			Apr-10	Sep-10			X			

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 14:		To undertake a Pension fund Valuation as at 31st March 2010												
Main PI(s) & Target:		No related PI's												
3		4	5	6	7	8	9	10	11	12	13	14	15	16
Key Action		Supporting Sub-Action Tasks (How are we going to achieve)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Forward data requirements requested by scheme actuary			Anthony Parnell/ Kevin Gerard	X			Apr-10	Aug-10			X	X		
To produce and issue formal valuation report and actuarial certificate to all stakeholders			Anthony Parnell/ Kevin Gerard	X			Apr-10	Mar-11			X	X		

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 15:		To comply with Accounts and Audit Regulations 2004											
Main PI(s) & Target:		No related PI's											
Key Action	Supporting Sub-Action Tasks (How are we going to achieve)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
To comply with Accounts and Audit Regulations 2004, to achieve the Closure of Accounts and present to Audit Committee by 30th June Annually		Owen Bowen	x	x	x	Apr-10	June 2011/ June 2012/ June 2013			x			
Prepare and monitor detailed timetables to ensure that the key target dates are met		Owen Bowen	x	x	x	Apr-10	June 2011/ June 2012/ June 2013			x			
Further improve financial monitoring procedures throughout the Authority and to prepare for the International Financial Reporting Standards (IFRS) requirements		Owen Bowen	x			Apr-10	Mar-11		MMFP	✓			

Table 3b

What we want to achieve in 2010/11-13

Key Divisional Objective:		Divisional Management Standards										
Key PI(s) & Target:												
3	4	5	6	7	8	9	10	11	12	13	14	
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Mag 7 Improvement t Type	
a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.												
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager		Chris Moore/ Business Unit managers						1.3.2.11b	MSOS			
								1.3.4.11a	MSOS			
b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.												
Ensure telephones are answered quickly		All Finance Staff						2.2.2.9	BPCF			
c. Collaboration Partnership Working (Working within Making the Connections Framework) to engage other Councils and local agencies to consider working together to maximise resources, reduce duplication and generate savings												
Cross refer to table 2c												
d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs												
See Table 4b												
e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.												
f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.												
g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.												
See Tables 3 and 5												
h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.												
Managing Sickness Absence		Chris Moore/ Finance Business Unit Managers						CHR2	MSOS			
								1.3.2.16				
i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.												
j. Asset Management Plan												

a - j = Corporate Objectives for all Services

Table 4a

3 YEAR REVENUE BUDGETS

2009/10		Statutory S/NS/Both	2010-2011			2011-2012			2012-2013		
			Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Finance										
59	Corporate financial Services		3199	-3139	60	3248	-3147	101	3277	-3156	121
	Local taxation		2587			2596			2611		
	less recharged to Other Service Heads		-1384			-1384			-1384		
1045	Net Local Taxation		1203	-163	1040	1212	-175	1037	1227	-188	1039
	Housing Benefit Admin		2515			2526			2546		
	less recharged to Other Service Heads		-2092			-2092			-2092		
-795	Net Housing Benefit Admin		423	-1213	-790	434	-1244	-810	454	-1275	-821
-7	Net Housing Advances		34	-29	5	34	-30	4	35	-31	4
-1	Revenues		1276	-1267	9	1280	-1270	10	1277	-1272	5
16	Benefit Fraud		174	-155	19	177	-154	23	179	-155	25
-2	Payroll		894	-908	-14	916	-914	2	902	-920	-17
-7	Superannuation		931	-924	7	959	-939	20	979	-954	25
-4	Payments		479	-481	-2	457	-482	-25	448	-483	-35
332	Audit Fees		412	-74	338	420	-74	346	428	-74	354
54	Bank Charges		55	0	55	56	0	56	57	0	57
-157	Council Tax Benefits		9668	-9828	-160	9860	-10024	-164	10057	-10225	-168
1387	Rent Allowances		33856	-32456	1400	34503	-33105	1398	35163	-33767	1396
11282	Miscellaneous Services		9624	-171	9453	9623	-173	9450	9709	-174	9535
13202	Total Finance Division		62228	-50808	11420	63179	-51731	11448	64192	-52674	11518

Table 4b - Savings & Efficiencies - Financial Services			
Costs	Cost Centre Description	2010-2011	
		£	Notes on Changes
	Accountancy & Technical	-18,000	FTE Post Reduction
	Accountancy & Technical	-24,000	Revised Monitoring Procedure
	Payroll	-20,000	Centralisation of part of the function
	Total	-62,000	

Table 4c - Capital												
What do we spend on Capital ?												
completed for the Service Head (Divisional) Plan only.												
	2009/10			2010/11			2011/12			2012/13		
Scheme	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	3	Potential External Funding	Internal Resources Required
Explanation of significant variation												
No Capital Budget allocated to this service												

Table 5a – Finance Divisional Business Plan

Our Key Measures of success - 2008/09 results, 2009/10 projected results and targets for 2010/11 +

a	b	How well have we done?				How well are we doing?				Improvement							
		Comparative Info.				See explanation of performance				See explanation of targets							
		c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r
PI REF	Definition (If abbreviated see full definition on footnote below)	2008/09				2009/10				210/11	11/12	12/13	Improve ment Plan? Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Mag 7	WAG 19	
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to *****	Target	Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or *	Target Set					Target Set

Objective 8: Achieve agreed annual targets for accuracy, speed of processing of benefit claims & identified changes in entitlement

Main Indicator(s)

BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events. (S) CMT	14.7	9.2	12.4	**	16.0	9.6	☺	▲	10.0	✘	9.5	9.0	K	MMFP	2 (Service Quality)
BNF/005	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year. (S)	841.9	Not Available			1650.0	2168.0	☺	▲	2200.0	✓	2200.0	2200.0	S	MMFP	
6.6.1.2	Speed of processing: a) Average time for processing new claims (L)	26.75	Not Applicable			30.00	27.20	☺	▼	27.00	✘	26.00	25.00			2 (Service Quality)
6.6.1.3	Speed of processing: b) Average time for processing notifications of changes of circumstances (days) (L)	9.67	Not Applicable			10.80	7.10	☺	▲	9.00	✘	9.00	9.00			2 (Service Quality)
6.6.1.8	The number of Housing and Council Tax Benefit prosecutions and sanctions per 1,000 caseload (L)	3.76	Not Applicable			3.80	3.85	☺	▲	3.82	✓	3.85	TBC	S	MMFP	
6.6.1.9	% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check (L)	New PI	Not Applicable			89.00	89.01	☺	New	89.50	✓	90.00	TBC	K	MMFP	2 (Service Quality)

Objective 10: Achieve agreed targets in respect of Council Tax and Business Rates annual collection rate

Main Indicator(s)

CFH/007	The percentage of council tax due for the financial year which was received by the authority (C) CMT	97.06	97.04	96.79	****	97.00	97.43	☺	▲	97.10	✘	97.20	TBC	K	MMFP	
CFH/008	The percentage of non-domestic rates due for the financial year which were received by the authority (C)	97.83	97.91	97.30	***	97.00	98.66	☺	▲	98.00	✘	98.00	98.00	S	MMFP	

Objective 11: Achieve agreed performance targets in relation to Housing Benefit overpayment recovery

Main Indicator(s)

6.6.1.5	Accuracy of processing: The percentage of Housing Benefit over-payments recovered bi) The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayments identified during the year. (L)	80.27	Not Applicable			81.00	90.58	☺	▲	81.00	✘	81.00	81.00	S	MMFP	2 (Service Quality)
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Objective 18 : To monitor/maintain/improve performance on set corporate targets for the % of invoices paid within 30 days

Main Indicator(s)

CFH/006	The percentage of undisputed invoices which were paid in 30 days (C) CMT	87.9	92.9	89.1	**	87.0	92.7	☺	▲	88.0	✘	89.0	90.0	K	ISAR	1 (Strategic Effectiveness economic)
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Table 5b – Finance Divisional Business Plan										
Performance Measurement Results 2008/09+ and Targets 2010/11 +										
		How well have we done?	How well are we doing?				Improvement			
			See explanation of performance				See explanation of targets			
a	b	c	d	e	f	g	k	l	m	n
		2008/09	2009/10				2010/11		11/12	1213
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or ✗	Target Set	Target Set
Divisional Standard Measures (Link to Table 3b)										
a. Helping Staff to Perform										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year	100%	100%	100%	☺	▲	100%	✗	100%	100%
1.3.2.11(a)	% Appraisals carried out during the year	85.00%	100%	97%	☹	▲	100%	✓	100%	100%
b. Internal Communications										
2.2.2.9	% calls answered within 14 second target	Data not available	80.00%	Data not available						
c. Human Resources										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	8.4 days	11.0 days	9.9 days	☺	▼	10.8 days	✗	TBC	TBC
1.3.2.16	% of Return to Work Interviews conducted	Data not available	55.00%	89.10%	☺	▲	58.00%	✗	TBC	TBC
d. Service Asset Mangement Plans										

Table 5c - Measurement Summary

Balanced Suite of Measures ?

	Magnificant 7						
	Strategic effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used
Objective 1							
Objective 2							
Objective 3							
Objective 4							
Objective 5							
Objective 6							
Objective 7							
Objective 8		4					
Objective 9							
Objective 10							
Objective 11		1					
Objective 12							
Objective 13							
Objective 14							
Objective 15							
Objective 16							
Objective 17							
Objective 18	1						
Objective 19							
Objective 20							
Objective 21							
Objective 22							
Objective 23							
Total	1	5					

Note: You do not have to have measures in all boxes

Table 5d - Core Measures not being used

Mandatory Standard (Core) Measures not being used by the Service in their Business Plan.

Members need to satisfy themselves that a Balance Suite of Measures are being used by the service to monitor it's objectives

New Ref. No.	Magnificant 7 reference code	Description	Dept.	Division	Business Unit	Owner (HoS)	Reason for Non-use
All Mandatory Measures are used							

The WLGA expect all of the above Standard (Core) Measures to be reported, but this does not mean that they have to be included in the Business Plans.

Key

Are any of the actions/measures related to Improvement as defined by WAG?

Magnificant 7

Mag 7
Improve
ment
Type
Code

1 Strategic effectiveness, in terms of:		
1A	- making progress towards an authority's strategic objectives (as set out in its community strategy);	1a
1B	- The social well-being of the area;	1b
1C	- The economic well-being of the area;	1c
1D	- The environmental well-being of the area;	1d
1E	- the long-term objectives of the area contributing to the achievement of sustainable development in the United Kingdom	1e
2 Service quality	improving the quality and/or availability of services;	2
3 Service availability	improving the quality and/or availability of services;	3
4 Fairness	reducing inequality in accessing or benefiting from services, or improving the social wellbeing of disadvantaged groups;	4
5 Sustainability	exercising functions in ways which contribute to sustainable development;	5
6 Efficiency	improving the efficiency of services and functions;	6
7 Innovation	innovation and change which contributes to any of the above objectives.	7

WAG 19 - Strategic Outcomes

Strategic Outcome Code

SF01	A healthy population with a good quality of life
SF02	Quality health and Social Care is readily available
SF03	Our economy is strong and provides good employment opportunities
SF04	Everyone has the skills they need to thrive and contribute to the economy
SF05	Everyone has access to good housing
SF06	People can travel, sustainably, reliably, safely and easily
SF07	People can access good education and training throughout their lives
SF08	People are well educated for life
SF09	Children have the best start in life
SF10	Poverty in Wales is reduced
SF11	Communities are regenerated throughout Wales
SF12	People live in safe, vibrant, inclusive urban and rural communities
SF13	Our natural and historic environment is protected and enhanced and land is used sustainably
SF14	Wales is an energy efficient, low carbon and low waste society
SF15	The Welsh language thrives
SF16	Culture and sport thrive in Wales
SF17	Wales has a positive external reputation
SF18	Public services are citizen centred , effective and value for money
SF19	Our devolved government is effective and accountable , and its role is understood by citizens