

RESOURCES DEPARTMENT
Financial Services Divisional – Business Plan & Scorecard 2009/12

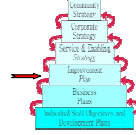
Head of Service - Chris Moore

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 Local Government Pension Scheme
- *Further developing the Council's Efficiency Agenda
- *Further improving budget monitoring procedures throughout the Authority

Approved Revenue Budget 2009-10

Expenditure £000's	Income £000's	Net £000's
61,822	-£50,176	£11,646



The objectives below will be pursued:



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	✓			
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 (2008/09) objectives		✓	✓	
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				
Part 3 How do we get there? (Service Improvement Planned 2009-12) - Basis of Business Unit Plans.					
3a	For each Service Objective over three years – · Identify the Actions that you are taking to achieve measurable improvement. · Try to identify quarterly mile stones over three years · 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 variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
Part 5 Results and Target Data					
5a	2008- 09 results and targets for 2009/10 - 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. We will treat people with respect at all times.

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 believe in partnership - thinking together and acting together. 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 can deliver nothing 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 value diversity and recognise the unique contribution of all members of our community. 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 the Environment with Respect

We aim to be a leader in the field of sustainability - improving the quality of life for local people while 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.

Financial Services – Business Plan 2009-2012

Part 1 - The Service in context

Table 1a

Service Facts

Division	Financial Services	E-Mail: Cmoore@carmarthenshire.gov.uk
Division Head	Chris Moore	For further information please go to www.carmarthenshire.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, budgeting, financial advice and 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 Service Level Agreements)

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, ODPM, 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 clients - Probation Service and Mid and West Wales Fire Authority
- Payment of salaries and wages to all the authority's employees and external clients - Probation Service, Pembrokeshire Coast National Parks, Mid and West Wales Fire Authority, Carmarthen Town Council and a range of smaller bodies and Elected Member allowances.

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 Non Domestic Rates from householders and businesses, respectively. The unit also undertakes on behalf of all the Authority's departments, the billing, collection and recovery of miscellaneous debts termed as Sundry Debtor accounts, as well as operating the Councils four full time cash offices.

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.

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 2009+ - 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	Risk Area	H=High; M=Medium; L=Low	Reference
Resources	Financial Services	Grants Compliance	M	09/CM/M1
Resources	Financial Services	Accounts Closure	L	09/CM/L2
Resources	Financial Services	Upgrading of Financial Management System.	L	09/CM/L3
Resources	Financial Services	Change in banking arrangements	2008 – dropped out	
Resources	Financial Services	Lack of performance with respect of Pension Fund	L	09/CM/L4
Resources	Financial Services	Deficit of pension fund – outcome of actuarial re-evaluation	2008 – dropped out	
Resources	Financial Services	Change in pension scheme	2008 – dropped out	
Resources	Financial Services	Implementing upgrade of Pensions Admin. System (ALTAIR)	L	09/CM/L5
Resources	Financial Services	KPI Payment of Invoices within 30 days - IAP agreement	M	09/CM/M6
Resources	Financial Services	EDMS	2008 – dropped out	
Resources	Financial Services	Performance of key PI's in housing benefit	L	09/CM/L7
Resources	Financial Services	Collection of Business Rate. Legal change now requires collection on vacant properties	L	09/CM/L8
Resources	Financial Services	Collection of Business Rates, Council tax and Miscellaneous Income - Difficulties in collection due to economic climate	L	09/CM/L9






















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?
							
To comply with Accounts and Audit Regulations 2004, to achieve the Closure of Accounts and present to Audit Committee by 30th June Annually.	3	1	2	0		100%	
Achieve agreed performance targets in relation to Housing Benefit overpayment recovery	3	2	1	0		100%	
Improve collection performance and recovery procedures within Miscellaneous Income (Sundry Debtors) service	3	3	0	0		100%	
Achieve agreed performance targets in relation to Benefits Fraud Investigations	6	5	1	0		100%	
To roll out training during 2008/09 to the new Construction Industry Scheme changes	2	2	0	0		100%	
To introduce next phase stages for the e-procurement component	2	2	0	0		100%	
To monitor/maintain/improve performance on set corporate targets for the % of invoices paid within 30 days	2	2	0	0		100%	
To introduce/roll out a new look LGPS arrangement as issued by DCLG	4	4	0	0		100%	
Pensions Administration and Investment Training for Dyfed Pension Fund Trustees	2	2	0	0		100%	
Reducing the weighted debt of the Authority's borrowing portfolio	2	2	0	0		100%	
To continue to support and further develop the efficiency programme linking with WAG 'Making the Connections' proposals.	1	1	0	0		100%	
To continue the development of departmental skills in financial management	4	4	0	0		100%	
Development of the Financial Management System	4	0	0	0		100%	
Development of the 'Agresso' system e-procurement requirements	4	0	0	4		0%	

Maintain a continuous review of working practices and service demands within Accountancy	1	1	0	0		100%	😊
Achieve agreed annual targets for accuracy & speed of processing of benefit claims (new and renewal)	2	2	0	0		100%	😊
To undertake Council Tax Discount & Exemption Reviews in accordance with agreed timetable	1	1	0	0		100%	😊
Achieve agreed targets in respect of Council Tax and Business Rates annual collection rate	3	3	0	0		100%	😊
Overall performance	49	41	4	4		92%	😊
To visit the up to date monitoring page for the 2008/09 Business Plan actions progress visit - http://intranet/CCC_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=85							

Any key issues that need to be taken forward to 2009+ are addressed in table 3a

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



Table 2c1 - Customer Consultation

What consultation have you undertaken in the past year ?	Any actions in this years plan ?
	Planned questionnaire exercise in support of Housing Benefit Take-up campaign aimed to improve on customer satisfaction.

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@carmarthenshire.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@carmarthenshire.gov.uk Tender led by Pembs	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	CCC is not the lead	Emergency Planning/Business Continuity Call Carrier Services (TML Telecom)	Dyfed Powys Police Ceredigion County Council/Powys County Council/Caerphilly County Borough Council
Resources	CCC is not the lead	Secure Communities Network	Carmarthenshire NHS Trust (together with Pembrokeshire, Powys and Ceredigion Trusts), Mid & West Wales Fire & Rescue
Resources	CCC is not the lead	Collaborative procurement for desktop hardware Staff Vehicle Contract Hire	Participation in appropriate All Wales Framework Agreements (Welsh Public Sector)
Resources	CCC is not the lead	PC's Laptops and Printers, IT Consumables, Office Supplies, Photocopiers, Vehicles.	OGC National Framework
Resources	CCC is not the lead	Mobile Telephone Service	

Performance Indicator Positions 2007/2008



KEY:- Bold Text = Data which has been queried by the auditors
 Yellow Highlighting = No improvement direction has been set
 * = Suppressed figures where there is the potential for them to be disclosed (below 5)

Carmarthenshire's 2007/08 performance ranked in relation to other Welsh Local Authorities.

PI Ref	Stat / Core in BP	PI Definition	Dept	Division	07/08 IP Theme	IAG PI (08/09 to 09/10)	Deleted / Being used for 08/09? (D/Y/N)	Performance Ranking																Welsh Median							
								Bottom				Bottom to Middle				Middle to Top				Top											
BNF/001b	S	Housing Benefit Security: b) The number of fraud investigators employed per 1,000 caseload	RSC	Finance	MBUR		D	0.19	0.19	0.19	0.19	0.20	0.20	0.21	0.22	0.22	0.23	0.24	0.25	0.27	0.29	0.31	0.32	0.33	0.34	0.34	0.41	0.49	0.49	0.25	
BNF/001c	S	Housing Benefit Security: c) The number of fraud investigations per 1,000 caseload	RSC	Finance	MBUR		D	11.51	15.15	19.58	20.41	23.62	25.60	26.61	26.89	29.59	30.53	32.80	33.28	35.71	36.90	39.36	40.02	42.32	56.21	58.69	66.71	68.35	113.88	33.04	
BNF/001d	S	Housing Benefit Security: d) The number of prosecutions and sanctions per 1,000 caseload	RSC	Finance	MBUR		Y	6.6.1.8	3.61	3.75	4.06	4.37	4.40	4.46	4.83	5.04	5.26	5.28	5.51	5.92	5.99	6.06	6.22	6.89	7.27	8.03	10.20	11.19	15.80	18.40	5.72
BNF/002a	S	Speed of processing: a) Average time for processing new claims	RSC	Finance	MBUR		Y	6.6.1.2	32.28	31.81	31.08	30.88	29.95	28.79	28.11	28.09	26.97	26.51	26.46	26.30	24.96	24.36	23.69	22.68	20.52	18.96	17.53	17.48	17.26	26.46	
BNF/002b	S	Speed of processing: b) Average time for processing notifications of changes of circumstances (days)	RSC	Finance	MBUR		Y	6.6.1.3	25.42	17.65	15.39	13.38	12.62	12.56	12.51	11.94	11.18	10.38	9.04	8.70	8.69	8.65	8.31	8.26	7.48	7.25	6.24	6.02	5.99	5.13	8.87
BNF/003a	S	Accuracy of processing: a) % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for sample of cases checked post decision	RSC	Finance	MBUR		Y	6.6.1.4	95.40	96.18	96.40	97.20	97.20	97.60	98.00	98.20	98.20	98.40	98.40	98.60	98.60	98.60	99.40	99.40	99.60	99.60	99.60	99.60	99.80	100.00	98.40
BNF/003bi	S	Accuracy of processing: b) 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	RSC	Finance	MBUR		Y	6.6.1.5	55.28	57.21	59.93	63.75	65.12	66.65	67.74	67.77	68.93	73.90	76.81	77.37	77.97	78.00	80.16	81.88	82.79	90.78	90.84	106.46		75.36	
BNF/003bii	S	Accuracy of processing: b) The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year	RSC	Finance	MBUR		Y	6.6.1.6	15.77	22.91	24.80	25.06	27.57	27.60	27.69	28.42	28.57	28.87	29.69	29.95	30.29	31.82	33.33	33.49	34.18	36.52	39.66	47.17		29.28	
BNF/003biii	S	Accuracy of processing: b) The amount of Housing Benefit overpayments written off during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year	RSC	Finance	MBUR		D	13.39	10.19	9.18	7.21	5.53	5.05	4.83	3.89	3.51	3.45	3.38	3.20	2.98	2.81	2.34	2.29	1.70	1.19	1.14	0.68		3.42		
CFH/006	C-BP	% of undisputed invoices which were paid in 30 days	RSC	Finance	MBUR	IAG	Y	39.9	77.3	77.4	78.5	81.8	82.3	86.7	87.0	87.2	88.4	89.0	89.3	89.8	90.4	90.7	92.8	93.2	93.9	95.1	95.7	98.0	89.0		
CFH/007	C-BP	% of council tax due for the financial year which was received by the authority	RSC	Finance	MBUR		Y	94.36	94.95	95.54	95.68	96.08	96.08	96.38	96.39	96.44	96.54	96.69	96.84	96.92	97.03	97.10	97.20	97.43	97.44	97.49	97.71	98.19	98.78	96.76	
CFH/008	C-BP	% of non-domestic rates due for the financial year which were received by the authority	RSC	Finance	MBUR		Y	96.11	96.34	96.48	97.09	97.13	97.58	97.62	97.93	97.97	97.99	98.04	98.05	98.07	98.19	98.26	98.29	98.31	98.44	98.48	98.58	98.60	98.98	98.04	

Table 2d Annexe	
Comments on how Service results compare with other Welsh Councils for 2007/2008	
PI Reference / Description	Supporting Comments
BNF/001b - Housing Benefit Security: b) The number of fraud investigators employed per 1,000 caseload	This PI Measure is no longer a statutory PI for 2008/09. The value of the indicator has been questionable since its introduction as the measure is a resource input indicator measuring only the staffing levels in the service.
BNF/001d - The number of Housing Benefit prosecutions and sanctions per 1,000 caseload	Staffing shortages in 2006/07 were addressed and the full complement of qualified investigation officers enabled the team to achieve a significant increase in sanctions despite a vacancy arising during the latter part of the year. Results exceeded target and showed a significant improvement on 2006-07.
BNF/002a - Average time for processing new claims	Improved working practices, monitoring and supervisory arrangements that were introduced in 2006-07 have been sustained. The implementation of a replacement Electronic Document Management System part way through the year has also assisted the service maintain improved results which achieved the DWP's "Excellent"
BNF/003a - % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post decision	Results show a slight improvement compared with last year but performance has remained below target. A significant percentage of errors were 'technical' errors which stemmed from inconsistencies between benefit applications and existing Council Tax data which, under the PI guidance, have to be recorded as benefit calculation errors.
BNF/003biii - the amount of Housing Benefit overpayments written off during the year as a % of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of housing benefits identified during the year	A significant element of debt analysis has been undertaken by the new Recovery Team which has identified historical debts that are irrecoverable. Also the improved recovery of overpayments has reduced the arrears level and therefore the numerator in the PI calculation, which increases the write-offs in percentage terms.
CFH/006 - % of undisputed invoices which were paid in 30 days	All Managers have a responsibility to process invoices received from suppliers within the prescribed 30 days. Monthly reports are issued to Departments detailing performance by cost centre, division and departmental level. Overall performance is monitored by the Inter Departmental Working Group.

Part 3 - Service Improvement Planned in 2009/12

**Table 3a
What we want to achieve in 2009/10-12**

Objective 1:	To comply with Accounts and Audit Regulations 2004, to achieve the Closure of Accounts and present to Audit Committee by 30th June Annually.										
Main PI (s) & Target:	No Related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/12	Free for Dept Tag eg Joint Review Action?
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-09	Apr-12		MMFP	✓	
Prepare and monitor detailed timetables to ensure that the key target dates are met		Owen Bowen	x	x	x	Apr-09	June 2010/ June 2011/ June 2012			x	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009/10-12

Objective 2:	To prepare for the International Financial Reporting Standards (IFRS) financial reporting requirements										
Main PI (s) & Target:	No related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Inputting into further development of the efficiency programme, and contributing to the robust review of services		Owen Bowen	x	x		Apr-09	Nov-09/ Nov-10		MMFP	✓	

Table 3a
What we want to achieve in 2009/10-12

Objective 3:		To continue the development of departmental skills in financial management										
Main PI (s) & Target:		No related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
Delivery of 'Finance for non finance managers' training as part of the corporate training support.		Owen Bowen	x	x	x	Apr09/ Apr10/ Apr 11	Mar10/ Mar11/ Mar 22			x		
Ongoing Revenue and Capital monitoring training for budget managers		Owen Bowen	x	x	x	Apr09/ Apr10/ Apr 11	Mar10/ Mar11/ Mar 12			x		

Table 3a
What we want to achieve in 2009-12

Objective 4:			Development of the Financial Management System											
Main PI(s) & Target:			No related PI's											
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2008/09	Free for Dept Tag eg Joint Review Action?
Development of the Financial Management System					Owen Bowen	x	x		Apr-09	Apr-10		MMFP	✓	
Final phase of development work for the Mid and West Wales Fire Authority Fleet/Estates					Owen Bowen	x			Jan-09	Sep-09		MMFP	✓	
Evaluate and implement 'Budget Planner' module					Owen Bowen	x			Nov-08	Apr-09			x	

Table 3a
What we want to achieve in 2009-12

Objective 5:		Development of the 'Agresso' system e-procurement requirements									
Main PI (s) & Target:		No related PI's									
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Web Requisitioning, authorisation, workflow and invoice manager.		Owen Bowen								X	
Technical Services			X				Feb-08	Apr-09		X	
Social Care and Housing			X				Feb-08	Apr-09		X	
Education			X				Feb-08	Apr-09		X	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 6:		Maintain a continuous review of working practices and service demands within Accountancy										
Main PI (s) & Target:		No Related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/12	Free for Dept Tag eg Joint Review Action?	
Review structures as opportunities arise, and formally on an annual basis to ensure that the division contributes to the making the connections agenda as well as meets the demands of both the internal service users and external reporting/compliance requirements		Owen Bowen	x	x	x	Apr-09	Mar 10/ Mar 11/ Mar 12			x		

Part 3 - Service Improvement Planned in 2009-12

Table 3a
What we want to achieve in 2009-12

Objective 7:		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
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/12	Free for Dept Tag eg Joint Review Action?	
Further develop the Grants training programme recognising the changes and risks that will be forthcoming to the new convergence programme		Owen Bowen	x	x	x	Apr-09	Mar-12		MMFP	✓		
Review the Grants Panel function and effectiveness further developing its role		Owen Bowen	x	x	x	Apr-09	Mar-12			x		
To continue to work with internal and external audit to limit any risks within the Grants Compliance		Owen Bowen	x	x	x	Apr-09	Mar-12			x		

Part 3 - Service Improvement Planned in 2009-12

**Table 3a
What we want to achieve in 2009-12**

Objective 8:		Achieve agreed annual targets for accuracy, speed of processing of benefit claims, and identified changes in entitlement											
Main PI (s) & Target:		BNF004/ BNF005/6.6.1.2/6.6.1.3/6.6.1.8 & 6.6.1.9											
3		4	5	6	7	8	9	10	11	12	13	14	
Key Action		Supporting Sub-Action Tasks (How are we going to achieve it?)		Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/12	Free for Dept Tag eg Joint Review Action?
Maintain sample checking and error analysis to identify service-wide trends or individual training needs				John Gravelle	x	x	x	Apr-09	Mar-12			x	
Maintain weekly sectional work status reviews, staff performance monitoring and claim processing targets				John Gravelle	x	x	x	Apr-09	Mar-12			x	
Undertake proactive review exercises to identify changes in circumstances affecting the level of benefit entitlement.				John Gravelle	x	x	x	Apr-09	Mar-12			x	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 9:		To undertake Council Tax Discount & Exemption Reviews in accordance with agreed timetable									
Main PI (s) & Target:		No related PI's									
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Maintain and monitor agreed review timetable		John Gravelle	x	x	x	Apr -09	Mar-12			x	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 10:		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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Maintain regular recovery exercises		John Gravelle	X	X	X	Apr-09	Mar-12			X	
Identify and implement any improvements to/ additional options for recovery procedures		John Gravelle	X	X	X	Apr-09	Mar-12			X	
Encourage benefit take-up in relation to Council Tax default cases		John Gravelle	X	X	X	Apr-09	Mar-12			X	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 11:		Achieve agreed performance targets in relation to Housing Benefit overpayment recovery									
Main PI (s) & Target:		6.6.1.5 (BNF003bi)/6.6.1.6 (BNF003bii)									
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Ensure active use of DWP Debt Management recovery procedure		John Gravelle	X	X	X	Apr-09	Mar-12			X	
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-09	Mar-12			X	
Maintain recovery timetable and aged debt reviews		John Gravelle	X	X	X	Apr-09	Mar-12			X	

Part 3 - Service Improvement Planned in 2009/12

Table 3a
What we want to achieve in 2009-12

Objective 12:		Improve collection performance and recovery procedures within Miscellaneous Income (Sundry Debtors) service										
Main PI(s) & Target:		No related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
Implement, maintain and monitor revised and improved recovery procedures and hold-action policy		John Gravelle	X	X	X	Apr-09	Mar-12			X		
Implement and maintain independent monitoring of recovery suppression cases and account cancellations		John Gravelle	X	X	X	Apr-09	Mar-12			X		
Implement and maintain improved frequency and content of debt monitoring		John Gravelle	X	X	X	Apr-09	Mar-12			X		

Part 3 - Service Improvement Planned in 2009/12

Table 3a
What we want to achieve in 2009-12

Objective 13:	Achieve agreed performance targets in relation to Benefits Fraud Investigations										
Main PI (s) & Target:	No related PI's										
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Monitor Fraud Partnership Agreement in relation to joint-working invitations being received from the local DWP Fraud Investigation Service		John Gravelle	X	X	X	Apr-09	Mar-12			X	
Develop pro active exercises to identify potential fraud cases		John Gravelle	X	X	X	Apr-09	Mar-12			X	
Maintain enhanced fraud team performance monitoring arrangements		John Gravelle	X	X	X	Apr-09	Mar-12			X	

Table 3a
What we want to achieve in 2009-12

Objective 14:		Raise awareness of Housing Benefit and Council Tax Benefits 'take-up'											
Main PI (s) & Target:		No related PI's											
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Undertake a direct and indirect marketing : <u>Direct Contact</u>				John Gravelle	X	X		01.04.09	31.03.11		MMFP	✓	IAG
Direct targeting of other households that are not currently on Housing/Council Tax benefit				John Gravelle	X			01.04.09	31.03.10		MMFP	✓	IAG
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	31.03.10		MMFP	✓	IAG
Improve on customer satisfaction from the results of the customer questionnaire survey				John Gravelle	X			01.04.08	31.03.10		MMFP	✓	IAG
Aim to increase the number of New Claims received to above 9082 claims within a financial year				John Gravelle	X			01.04.08	31.03.10		MMFP	✓	IAG

Table 3a
What we want to achieve in 2009-12

Objective 15:		Ease 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
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
Address any related actions arising from the Wales Audit Office Assessment		John Gravelle	X			Apr-09	Mar-10		MMFP	✓	IAG	
Identify (and address where possible) customer accessibility issue by means of customer questionnaire surveys		John Gravelle	X	X		Jan-09	Mar-11			X		
Introduce procedure for proactively arranging office appointments, home visits and telephone claims for new customers		John Gravelle	X	X		Jan-09	Mar-11			X		

Part 3 - Service Improvement Planned in 2009/12

Table 3a
What we want to achieve in 2009-12

Objective 16:		To enhance the self-service functionality of the HR/Payroll system to include electronic process and authorisation of travelling, subsistence and other incidental payments										
Main PI (s) & Target:		No Related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
To develop, test and implement system functionality including associated procedures and operating controls for roll out with the Resources Department		Kevin Jenkins	X				Apr-09			X		
To review and develop a roll out programme for current self-service users of the HR/Payroll System		Kevin Jenkins	X			Apr-09	Jun-09		MMFP	✓		
To extend and roll out the self-service functionality authority wide		Kevin Jenkins	X	X	X	Jul-09	Mar-12			X		

Part 3 - Service Improvement Planned in 2009/12

**Table 3a
What we want to achieve in 2009-12**

Objective 17:		Development of e-procurement (via introduction of Agresso 5.5 functionality) procedures										
Main PI (s) & Target:		No Related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
Develop, test and introduce Agresso 5.5 system functionality		Huw Thomas	x			Apr-09	Oct-09		X			
To develop procedural guidance and corporate roll out programme initially within a 'pilot' area		Huw Thomas	x			Nov-09	Mar-10		X			
To corporately roll out e-procurement		Huw Thomas	x	x	x	Apr-10	Mar-12		X	x		

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 18:		To monitor/maintain/improve performance on set corporate targets for the % of invoices paid within 30 days										
Main PI (s) & Target:		CFH006										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
To chair and lead the inter-departmental monitoring group which evaluates corporate targets for the processing of invoices within set 10 & 30 Day targets		Huw Thomas/Inter Departmental Working Group	X	X	X	Apr-09	Mar-12			X		
Monthly monitoring and review		Huw Thomas/Inter Departmental Working Group	X	X	X	Apr-09	Mar-12			X		
To introduce new major upgrade on the Corporate financial software in order to enhance invoice processing times within the Authority		Huw Thomas/Inter Departmental Working Group	X	X	X	Apr-09	Mar-12		MMFP	✓	IAG	

Part 3 - Service Improvement Planned in 2009/12

**Table 3a
What we want to achieve in 2009-12**

Objective 19:		To upgrade the operating pension administration software systems to 'Altair'.									
Main PI (s) & Target:		No Related PI's									
3		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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Pre conversion testing		Kevin Gerrard/ Martin Morqan	x			Apr-09	Jun-09			x	
Conclude conversion control exercises		Kevin Gerrard/ Martin Morgan	x			Apr-09	Sep-09			x	
Live conversion		Kevin Gerrard/ Martin Morgan	x			Apr-09	Nov-09			x	
Parallel runs and associated checks conducted in 'test and live'		Kevin Gerrard/ Martin Morgan	x			Dec-09	Jan-10			x	
Live and fully operational		Kevin Gerrard/ Martin Morgan	x			Apr-09	Feb-10			x	

Part 3 - Service Improvement Planned in 2009/12

**Table 3a
What we want to achieve in 2009-12**

Objective 20:		Pensions Administration and Investment Training for Dyfed Pension Fund Trustees										
Main PI (s) & Target:		No Related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
Quarterly training sessions with fund managers and consultants		Anthony Parnell	x	x	x	Apr-09	Mar-12			x		
Changes to working practices		Anthony Parnell	x	x	x	Apr-09	Mar-12			x		

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 21:	Reducing the weighted debt of the Authority's borrowing portfolio										
Main PI (s) & Target:	No related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
To investigate the re-scheduling of the Authority's debt portfolio		Anthony Parnell	x	x		Apr-08	Mar-11			x	
Efficiency savings throughout the Authority		Anthony Parnell	x	x		Apr-08	Mar-11			x	

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 22:		To continue monitoring, maintaining and analysing Treasury Management function										
Main PI (s) & Target:		No Related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?	
Review and refocusing of Treasury Management Policy and Strategy		Anthony Parnell	X			Apr-09	Mar-10			X		
Changes to working practices		Anthony Parnell	X			Apr-09	Mar-10			X		

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009-12

Objective 23:		To minimise the deficit of the Dyfed Pension Fund										
1b . Desired Outcome.												
Main PI (s) & Target:		No Related PI's										
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	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
To investigate asset diversification within the Dyfed Pension Fund portfolio			Anthony Parnell	x	x	x	Apr-09	Mar-12			x	
To continue evaluating performance of Fund			Anthony Parnell	x	x	x	Apr-09	Mar-12			x	

Table 3b

What we want to achieve in 2009/10-12

Key Divisional Objective:	Divisional Management Standards											
Key PI (s) & Target:												
3	4	5	6	7	8	9	10	11	12	13	14	15
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	Balance F,P,A,Q,SO	For IP? 2009/10	
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	x	x	x	01/04/2009	31/03/2012	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	Unavailable from corporate centre	All Finance Staff	x	x	x	01/04/2009	31/03/2012	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	Indirect - Promotion/Publicity: Via 50+ scheme -Newsletter/Insert, general publicity via Community News and other appropriate communication, Radio Communication via Radio Carmarthenshire	John Gravelle	x			01/04/2008	31/03/2010					
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/ Business Unit Managers	x	x	x	01/04/2009	31/03/2012	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 - i = Corporate Objectives for all Services

Column 13
Balance:
F = Financial; P = People & Capability;
A = Accessibility;
Q = Quality of Service& Operational effectiveness
SO = Service Outcomes

3 YEAR REVENUE BUDGETS												
Table 4a												
2009-12												
2009-10 to 2011-12												
2008-09		Statutory S/NS/Bot	2009-2010			2010-2011			2011-2012			
Net			Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net	
£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Finance											
2	Corporate Financial Services		3,103	-3,106	-3	3,181	-3,108	73	3,275	-3,109	166	
	Local Taxation		2,588			2,621			2,656			
	less recharged to Other Service Heads		-1,384			-1,384			-1,384			
1,246	Net Local Taxation		1,204	-144	1,060	1,237	-162	1,075	1,272	-181	1,091	
	Housing Ben Admin		2,477			2,530			2,585			
	less recharged to Other Service Heads		-2,014			-2,014			-2,014			
-709	Net Housing Ben Admin		463	-1,246	-783	516	-1,290	-774	571	-1,335	-764	
5	Net Housing Advances		33	-40	-7	34	-41	-7	34	-42	-8	
19	Revenues		1,252	-1,254	-2	1,285	-1,255	30	1,300	-1,255	45	
0	Benefit Fraud		153	-153	0	157	-153	4	162	-153	9	
-6	Payroll		995	-992	3	1,021	-997	24	1,047	-1,002	45	
12	Superannuation		880	-881	-1	912	-882	30	941	-884	57	
4	Payments		310	-311	-1	303	-313	-10	312	-314	-2	
0	Office Manager		52	-52	0	53	-52	1	55	-52	3	
0	Administration		113	-113	0	115	-113	2	119	-113	6	
373	Audit Fees		456	-74	382	469	-74	395	482	-74	408	
54	Bank Charges		54	0	54	56	0	56	57	0	57	
-169	Council Tax Benefits		9,525	-9,682	-157	9,800	-9,963	-163	10,083	-10,252	-169	
1,471	Rent Allowances		33,363	-31,959	1,404	34,287	-32,886	1,401	35,238	-33,839	1,399	
9,445	Miscellaneous Services		9,866	-169	9,697	9,941	-171	9,770	10,181	-173	10,008	
11,747	Total Finance Division		61,822	-50,176	11,646	63,367	-51,460	11,907	65,129	-52,778	12,351	

Table 4b - Savings & Efficiencies

RESOURCES 3 YEAR EFFICIENCIES SUMMARY										
Financial Services										
Cost Centre	Cost Centre Description	2009-2010			Notes on Changes	2010-11		Notes on Changes	2011-2012	
		Original	Revised	Other		Original	Revised		Proposed	Notes on Changes
8223	Housing Benefits Admin									
8225	Local Scheme Rebates	-2,000	-2,000							
414	Discontinued Services	-40,000	-40,000		Reduction in entitlement	-40,000	-30,000	Reduction in entitlement	-10,000	Reduction in entitlement
General	Debtors	0			Income Review					
General	e- procurement	-45,000					-15,000	Roll out of e-procurement /centralisation	-30,000	Roll out of e-procurement /centralisation
	Debt Re-scheduling									
	Accountancy & Technical	-18,000				-18,000	-18,000	1 FTE post reduction		
	H Benefit Subsidy change									
	Revenues and Benefits								-20,000	Realignment
	Payroll		-19,000		1 FTE post due to centralisation					
	Payroll		-5,000		Increase SLA charges for outside bodies					
	Total	-105,000	-66,000	0		-58,000	-63,000		-60,000	

Table 4c - Capital												
What do we spend on Capital ?												
completed for the Service Head (Divisional) Plan only.												
	2008/09			2009/10			2010/11			2011/12		
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	Gross Cost	Potential External Funding	Internal Resources Required
Explanation of significant variation												
No Capital Budget allocated to this Service Area												

Table 5a – Financial Services Divisional Business Plan

Our Key Measures of success - 2007/08 results, 2008/09 projected results and targets for 2009/10 +

		How well have we done?				How well are we doing?				Improvement							
		Comparative Info.				See explanation of performance				See explanation of targets							
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	
		2007/08				2008/09				2009/10		10/11	11/12				
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set	Improve Plan? Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A	
Objective 8: Achieve agreed annual targets for accuracy & speed of processing of benefit claims (new and renewal)																	
Key Indicator (s)																	
6.6.1.4	Accuracy of Processing: % of cases for which the calculation of the amount of benefit due is correct on the basis of the information available for the decision for a sample of cases checked post decision	95.40%	99.40%	98.40%	*	97.00%	97.40%	☺	▲	This PI has been deleted for 2009/10							
This PI has been deleted for 2009/10 and replaced by PI Reference 6.6.1.9' % of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check'.																	
6.6.1.9	% of recently calculated Housing/Council Tax Benefit claims that have been calculated accurately based on a sample check	This is a new PI for 2009/10				This is a new PI for 2009/10				89.00%	n/a	90.00%	90.00%	K	MMFP	Quality	
This PI replaces PI Reference 6.6.1.4 and is a new PI for 2009/10 and aims to increase the volume of checks.																	
BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events. (S)	This is a new Statutory PI for 2008/09				24.0	14.7	☺	New Measure	16.0	*	15.0	14.0	K	MMFP	Quality	
The result for 2008-09 was well within the target set for this (new) PI. In view of the result the target has been critically reviewed and set at 16.0 days for 2009/10, which is marginally above the level achieved for 2008-09 to reflect the significant increase in workload faced by the service due to the economic climate. Existing processes and monitoring procedures which have improved performance in recent years are still being maintained.																	

Supporting Indicator (s)																
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)	This is a new Statutory PI for 2008/09	610.0	604.60	⊕	New Measure	646.0	✓	TBC	TBC	S	MMFP	Quality			
	This is an anticipated result as data is still awaiting from the Department of Works and Pensions before the result can be finalised.															
6.6.1.2	Speed of processing: a) Average time for processing new claims (L)	28.79	22.68	26.46	**	35.00	26.75	☺	▲	30.00	*	28.00	26.00	S	MMFP	Quality
	This measure provides the service with a clear indication of performance in a key area for customers and the Department of Work and Pensions, as well as assisting in workforce planning . The result exceeded the target set for 2008/09 and shows continuous service improvement. The target set for 2009/10 reflects this improved performance, but has been set very marginally within the last result to provide a challenging target whilst acknowledging the increased workload faced by the Service due to the current economic climate.															
6.6.1.3	Speed of processing: b) Average time for processing notifications of changes of circumstances (days) (L)	11.94	7.68	8.87	**	15.00	9.67	☺	▲	10.80	*	12.00	10.00	S	MMFP	Quality
	This measure provides the service with a clear indication of performance in a key area for customers and the Department of Work and Pensions, as well as assisting in workforce planning. The result exceeded the target set for 2008/09 and shows continuous service improvement. The target set for 2009/10, although slightly higher than that achieved last year, still provides a challenging objective in light of the increased workload faced by the Service due to the current economic climate.															
6.6.1.8	Housing Benefit Security: d) The number of prosecutions and sanctions per 1,000 caseload (L)	3.61	7.18	5.72	*	3.50	3.76	☺	▲	3.80	✓	3.60	3.80	S	MMFP	Service Outcomes
	The target for this PI has been achieved. Joint working opportunities with the Department of Works and Pensions Investigation teams planned for 2009/10, together with training for Investigation Assistant planned to maximise staffing resources.															
Objective 10: Achieve agreed targets in respect of Council Tax and Business Rates annual collection rate																
Key Indicator (s)																
CFH/007	The percentage of council tax due for the financial year which was received by the authority (C)	97.1	97.37	96.76	***	96.90	97.06	☺	▼	97.00	*	97.00	97.20	K	MMFP	Financial Resources
	The end of year result was marginally below the result for 2007/08, nevertheless the target was achieved. This was despite 2008/09 being a challenging year for income collection due to the difficult economic climate. Established recovery procedures are being maintained to achieve the target set for 2009/10.															

Supporting Indicator (s)																
CFH/008	The percentage of non-domestic rates due for the financial year which were received by the authority (C)	98.48	98.31	98.04	****	97.80	97.83	☺	▼	97.00	*	98.00	98.00	S	MMFP	Financial Resources
	The end of year result was slightly below the previous year's result for 2007/08, nevertheless the target was achieved. This was despite 2008/09 being a challenging year for income collection due to the difficult economic climate and charged being raised on vacant properties due to the change in regulations. Established recovery procedures are being maintained to achieve the target set for 2009/10.															
Objective 11: Achieve agreed performance raised targets in relation to Housing Benefit overpayment recovery																
Supporting 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)	106.46	80.59	75.36	****	82.00	80.27	☹	▼	81.00	✓	81.00	81.00	S	MMFP	Financial Resources
	The 2009/10 target is set with a view to taking the Authority within the latest best quartile range. The Overpayment Team created in 2007, is now well established and is adopting all available recovery mechanisms, including the recent introduction of recovery agencies.															
6.6.1.6	Accuracy of processing: The percentage of Housing Benefit over-payments recovered bii) The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year. (L)	47.17	33.37	29.28	****	33.00	41.64	☺	▼	34.00	*	35.00	35.00	S	MMFP	Financial Resources
	The target set for 2008/09 has been achieved. It is acknowledged that the 2009/10 target is below the actual result for 2008/09 but this cautious approach is due to alternative data sources being developed which may have an impact on the calculated results. Notwithstanding, the target keeps the service within all Wales best quartile 2007/08. Established recovery procedures are being maintained together with the additional recovery mechanisms recently introduced involving the use of external debt recovery agents.															
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)	81.8	92.8	89.0	*	85.0	87.9	☺	▲	87.0	*	87.5	88.0	K	MMFP	Financial Resources
	Whilst the Government expectation for this PI is 100% compliance, this is not considered achievable in the short term. A major development to the existing Financial Management System is planned within 2009/10 and new processes will be implemented which will affect the PI results in the short term although this will improve the result in the longer term. Overall performance of this PI is monitored on a continual basis.															

Table 5b – Financial Services Divisional Business Plan											
Performance Measurement Results 2007/08+ and Targets 2009/10 +											
		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	
		2007/08	2008/09				2009/10	10/11	11/12		
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%	☺	Constant	100%	Constant	100%	100%	
1.3.2.11(a)	% Appraisals carried out during the year	85.0%	100%	100%	☺	▲	100%	Constant	100%	100%	
b. Internal Communications											
2.2.2.9	% calls answered within 14 second target		Data not available								
c. Human Resources											
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	9.08 days	12.0 days	8.4 days	☺	▲	11.4 days	✗	TBC	TBC	
1.3.2.16	% of Return to Work Interviews conducted		Data not available								
d. Service Asset Management Plans											

Table 5c - Measurement Summary

Balanced Suite of Measures ?

	Use or Resources Perspective				
	Customer /Service Outcomes perspective	Quality of Service and Operational effectiveness	Accessibility Perspective	Financial Perspective	People and Capability Perspective
	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	1	5			
Objective 9					
Objective 10				2	
Objective 11				2	
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		5	

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

Mandatory 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.	Domain A - Access to Service Q - Quality R - Resources SO - Service Outcome	Description	Dept.	Division	Business Unit	Owner (HoS)	Reason for Non-use
All Mandatory Measures are being used by the Financial Services Division to monitor its objectives							