



## **FINANCE DEPARTMENT**

## **DEPARTMENTAL PLAN**

**2008/09**

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## **1. INTRODUCTION AND PURPOSE**

- 1.1** The purpose of the departmental plan is to inform stakeholders about the Finance Department's key objectives, activities and priorities and how it intends to address and resource these. The plan sets out the department's intended activity for the year, defining its objectives and setting out how these will be achieved.
- 1.2** The departmental plan demonstrates how the Finance department contributes to the overall objectives of the Council. This plan will serve as a management and scrutiny tool to effectively plan service delivery and monitor progress.

## **2. EXECUTIVE SUMMARY**

### **2.1 Council's vision and direction**

The council's new vision is "a more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential". To deliver this vision Wirral has established five strategic objectives in its Corporate Plan, which sets out a clear framework for the Council's activities:

1. to create more jobs, achieve a prosperous economy and regenerate Wirral
2. to create a clean, pleasant, safe and sustainable environment
3. to improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society
4. to raise the aspirations of young people
5. to create an excellent Council

### **2.2 Strategic Direction of the Finance Department**

The Finance department directly supports the delivery of corporate objectives 3 and 5 and supports all five corporate objectives indirectly, by providing the infrastructure for service delivery across the Council.

### **2.3 Role of the Finance Department**

The current structure of the Finance Department is detailed at **Annex 1**. The six service areas are:

- Financial Services
- Information Technology Services
- Merseyside Pension Fund
- Revenues, Benefits and Customer Services
- Support Services
- Change Team

- 2.4** The Department employs over 800 staff at its principal sites at Cleveland Street, Birkenhead, Castle Chambers, Liverpool and Cheshire Lines Building, Birkenhead. Staff are also located at One Stop Shops around the Borough and in other Departments supporting Information Services. The various functions of the department are described in more detail at **Annex 2**.

- 2.5** The core functions of the Finance Department include administering Council Tax and Business Rates, paying Housing and Council Tax Benefits and managing the Merseyside Pension Fund. It also engages with the Council Change Programme in many areas for example: the Call Centre, One Stop Shops, Information Technology and Procurement.
- 2.6** The Director of Finance is statutorily responsible for the proper administration of the Authority’s financial affairs. This includes setting and monitoring compliance with appropriate financial management standards, advising on the corporate financial position and on the key financial controls necessary to secure sound financial management; providing financial information; preparing the revenue budget and capital programme, treasury management, and ensuring that an adequate and effective system of internal audit is in place.
- 2.7** The Department is leading a significant number of Change Programme Initiatives that will be monitored and reported separately to members. In addition it plays a role in supporting other Departments delivering the major projects identified to generate efficiency savings.
- 2.8** The Departmental Plan will be updated as necessary as the implementation of these initiatives evolves. Members will be kept closely informed of this through the regular reporting process.

**3. DEPARTMENTAL OUTCOMES FRAMEWORK**

**3.1 Departmental Aims**

The Finance Department plays a key role in underpinning the activity of all other functions of the Council, thereby supporting the delivery of the corporate objectives. The Department aligns itself in particular to the objectives of “Improving health and well being for all, ensuring people who require support are full participants in mainstream society” and “Creating an Excellent Council”. The established Departmental Aims that span the activities of the Department are:

<b>Corporate Objective</b>	<b>To improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society</b>	<b>To create an excellent Council</b>
<b>Finance Department Aims</b>	To maximise the most efficient and cost effective available access channels to meet customer choice and satisfaction	To plan, manage and monitor the Council’s Assets, Staff and Financial resources  To accurately, efficiently and cost effectively collect income due to the Council on time  To maintain an effective framework for Internal Control  To accurately, efficiently and cost effectively make payments on time

**3.2** The Finance Department has reviewed its outcomes framework to align the Corporate Objectives, Departmental Aims, Key Projects and regular day to day activity. This is set out below and will be monitored through project management, key indicators and service standards

**DEPARTMENTAL OUTCOMES FRAMEWORK**

<b>Corporate objective &amp; Departmental Aim</b>	<b>Service Delivery Area</b>	<b>Routine activity (for more detail refer to Annex2)</b>	<b>Key projects</b>	<b>PIs</b>
<b>Create an excellent council</b>  To plan, manage and monitor the Council's Assets, Staff and Financial resources	Merseyside Pension Fund investment	Managing the investment portfolio of the Fund valued at £4.2bn.	Ensure that investments made by the Merseyside Pension Fund are in line with the agreed strategy, ethical policies and maximise return	Return on investment
	Treasury Management	Manage the Council's day to day cash flow, debt of the Authority and former Merseyside County Council	Administer the investment budget of £5.3 million continue to assess Capital Programme bids against priorities	
	Procurement	A service offering advice to all departments on the process of acquiring goods, works and services from the identification of needs through to the end of a service contract or the end of the useful life of an asset	Review the potential for the way in which the current procurement activity is managed and controlled across the Council as part of the Council's Change Programme (Integrated Financial Systems - Review of Procurement Activity)	Reduction in process costs Reduced duplication Reduced staffing
	IT Services	Managing and developing the Council's principal corporate IT systems and the network and communications infrastructure essential to the delivery of services		
	Knowledge Management	Ensuring that information is useable, accessible and efficiently retrieved	Commission and operate the Corporate Archive Facility	Opening of the Archive Facility
	Training	Facilitating the development needs of all staff	Maximise the potential of the Oracle system, with regard to training and staff development	

<b>Corporate objective &amp; Departmental Aim</b>	<b>Service Delivery Area</b>	<b>Routine activity (for more detail refer to Annex2)</b>	<b>Key projects</b>	<b>PIs</b>
	Financial Services	Activities include budget setting, financial planning and monitoring, submission of grant claims, production of annual accounts, insurance services, and the provision of advice to officers, members and third parties.	Deliver the Use of Resources action plan  Continue to develop and regularly review the medium term (3 year) financial plan; achieve savings; deliver value for money through procurement, collaboration and transformation; increase the level of general balances	Improvements in financial management, financial planning, financial reporting, financial standing and internal control  NI 179 Value for money NI 180 Changes in Housing Benefit/Council Tax Benefit entitlements within the year NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
To accurately, efficiently and cost effectively collect income due to the Council on time.	Council Tax	Billing and collection service for Council Tax. 143,422 homes billed for £154m.		
	Misc. Income	Billing and collection of 8,050 Business Rates properties to the value of £56.1m. 33,000 bills raised for £46.9m charges and other money owed for Council services	Review income processes across the Council; Integrated Financial Systems	The level of back office streamlining; reduction in operational costs; maximised use of IT investments – present and future
	Collection of Pension and Tax	Ensure efficient collection of employee pensions contributions and deductions of income tax, national insurance and value added tax		
To maintain an effective framework for Internal Control.	Insurance & Risk Management	Provide a proactive risk management function	The number of claims submitted, refuted and settled	
	Audit	Provide a proactive audit service	Progress against the Audit Plan	Local 2060 - completion of all high risk systems identified in the Audit Plan
	Tax Compliance	Ensuring that those deductions due to Her Majesty's Revenues and Customs are accurate and paid on time		

<b>Corporate objective &amp; Departmental Aim</b>	<b>Service Delivery Area</b>	<b>Routine activity (for more detail refer to Annex2)</b>	<b>Key projects</b>	<b>PIs</b>
	Information Management	The Section is the guardian of Freedom of Information and Data Protection and is developing the corporate Records Management Facility		
To accurately, efficiently and cost effectively make payments on time	Housing Benefits Service	Making payments to 25,460 tenants and 11,230 home owners in need of help to pay their rent and Council Tax.	Implement the Local Housing Benefits Allowances scheme	Number of payments made
	Payments	Paying 164,179 invoices to the Council's suppliers to a value of £294m	Ensure payments to creditors, staff and pensioners are in line and compliant with relevant legislation including the new Local Government Pension scheme	
	Payroll	Responsible for 290,000 payments per annum totaling £286m to 16,000 council employees (Including Teachers pensioners) and also 1,350 external employees.		
	MPF Benefits	Operating the occupational pension scheme for Merseyside Local Authorities and other admitted bodies with 38,000 pensioners and 50,000 members not yet of retirement age.		

<b>Corporate objective &amp; Departmental Aim</b>	<b>Service Delivery Area</b>	<b>Routine activity (for more detail refer to Annex2)</b>	<b>Key projects</b>	<b>PIs</b>
<p><b>To improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society</b> To maximise the most efficient and cost effective available access channels to meet customer choice and satisfaction.</p>	One Stop Shops	<p>Now running 13 One Stop Shops where people access a wide and expanding range of Council services. These are supported by the network of information Points in Libraries and the Video Conferencing links to the call centre. There were 215,101 customers in 2006 and Cashiers section at Conway took over £44m including 123,000 counter transactions.</p> <p>The section is responsible for Student Support services dealing with 6,200 student applications a year as well as 1,800 applications for Free School Meals and Uniform Grants.</p>	<p>Further integrate partnership working at One Stop Shops</p> <p>Deliver the Customer Access Strategy through customer focused initiatives</p>	<p>The number of active partnerships delivering services for local people at One Stop Shops</p> <p>Improved resolution at first point of contact NI 14 Avoidable contact: the average number of customer contacts per resolved request</p> <p>BVPI 3 - % of citizens satisfied with the overall service provided by the Council</p>
	Call Centre	<p>Handles 430,946 calls across all services relating to Streetscene services, Council Tax/ Housing Benefit enquiries and Social Services issues through the Central Advice and Duty Team. The Information and Advice team offer advice on a range of Council services whilst booking appointments and taking payments The central switchboard handled 91,601 calls to the Switchboard in 2006</p>	<p>Further develop access via contact points and web involving liaison with diverse groups</p> <p>Further address building/physical access</p> <p>Continue the programme of Equality Impact Assessments</p>	<p>Local 2063 - % of calls answered by Call Centre</p>
	Web services	<p>Developing the web to ensure ease of use and efficiency of service delivery</p>		<p>New corporate plan indicator – number of visits to the Council's website</p>
	Change Team	<p>Responsible for supporting departments to redesign their services using business process</p>	<p>Develop a more flexible working environment and improve efficiency in working practice as part of the</p>	<p>Reduction in operational costs; improvement in service delivery; reduction in carbon footprint; motivation of staff</p>

<b>Corporate objective &amp; Departmental Aim</b>	<b>Service Delivery Area</b>	<b>Routine activity (for more detail refer to Annex2)</b>	<b>Key projects</b>	<b>PIs</b>
		improvement techniques, to achieve significant improvements in performance. Modernising business processes to assist in driving efficiency, effectiveness and value for money throughout the Council.	<p>Council's Change Programme (Agile Working Project)</p> <p>Identify issues and scope for improvement in the organisation and management of transport provision across the Council as part of the Council's Change Programme (Transport Project)</p> <p>Review corporate administration processes across the Council as part of the Council's Change Programme (Support Services Review)</p>	<p>Reduction in operational costs; better co-ordination of resource; improvement in service; reduction in carbon footprint; the level of back office streamlining</p> <p>Reduction in operational costs; maximised use of IT investments – present and future</p>



## **4. KEY DRIVERS FOR THE FINANCE DEPARTMENT**

### **4.1 Corporate Plan**

Wirral has five strategic objectives in its Corporate Plan, which sets out a clear framework for the Council's activities. Subject to agreement of corporate objectives and priorities as part of ongoing corporate plan development work, the corporate objectives are:

1. to create more jobs, achieve a prosperous economy and regenerate Wirral
2. to create a clean, pleasant, safe and sustainable environment
3. to improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society
4. to raise the aspirations of young people
5. to create an excellent Council

The Finance department directly supports the delivery of corporate objectives 3 and 5 and supports all five corporate objectives indirectly, by providing the infrastructure for service delivery across the Council.

### **4.2. Key Strategic Drivers**

Key strategic drivers which inform departmental priorities and future plans include:

- Wirral's Local Area Agreement
- the Council's Change Programme generally, and specifically developing and extending the Call Centre, One Stop Shops, and Web co-ordinated service concepts
- contributing to efficiency savings through procurement
- working in partnership with statutory agencies and the third sector in order to deliver appropriate services
- managing the Merseyside Pension Fund
- contributing to the improvement of the CPA in general and to the Use of Resources assessment in particular

### **4.3 Management of resources**

The Department recognises that to deliver its objectives it needs to:

- demonstrate best use of financial resources – through continual review and monitoring of expenditure
- ensure that human resources are able to provide the services required by the people of Wirral – through appropriate workforce planning and engagement with the overall Corporate People Strategy
- ensure that ICT investment and the development of systems is aligned with corporate and departmental priorities – by identifying, reviewing and monitoring the ICT Development Programme
- maximise the use of its assets by managing the use of office accommodation in the most efficient way and have a positive effect on the environment by reducing the size of its "carbon footprint"

#### 4.4 Budget Savings

The Department is committed to facilitate the delivery of the budget savings as agreed by Cabinet on 24 January 2007 and the subsequent considerations following the Comprehensive Spending Review in November 2007. Whilst efficiency targets will not be disaggregated to each Local Authority by Central Government, in line with the assumed scale of the efficiencies which Wirral will have to make, Cabinet has agreed the following areas of activity for the department in 2008/09:

	£
Staffing review following creation of corporate ICT unit	100,000
Housing / Council Tax Benefit subsidy	600,000
Integrated IT system – staffing	260,000
Integrated IT system – IT contract	120,000
Removal of cash collection at OSS	30,000
Reduce Call Centre staffing	80,000
Systems support – new technology savings	200,000
Procurement	*306,000
(*Finance dept. contribution to £2.25 corporate saving)	
<b>Total</b>	<b>1,696,000</b>

#### 4.5 Budget information

Over 90% of the Finance Department budget is either recharged to other services or recovered by way of income from the Government. The overall allocation for 2008/09 is:

<u>Division</u>	<u>Expenditure</u>	<u>Income</u>	<u>Net Expenditure</u>
Change Team	587,600	-	587,600
Financial Services	2,118,900	2,118,900	-
Information Technology Services	13,719,200	11,830,600	1,888,600
Internal Audit	956,100	956,100	-
Pension Fund	9,702,500	9,702,500	-
Revenue, Benefits & Customer Services	132,091,600	119,896,700	12,194,900
Service Re-engineering	5,863,400	-	5,863,400
Support Services	4,606,000	4,067,000	539,000
	<b>169,645,300</b>	<b>148,571,800</b>	<b>21,073,500</b>

#### 4.6 Equalities and Diversity

The Finance Department addresses Equalities and Diversity through proactive involvement with the corporate drive towards the Equality Standard for Local Government. We have identified and are delivering a planned programme of Equality Impact Assessments. Assessments have been completed for our priority 'customer-facing' areas - the Council's Call Centre and One Stop Shops. In addition to ensure we develop all our staff in an appropriate, inclusive way we will engage with the corporate approach and endeavour to retain the Investors in People accreditation.

## 4.7 Partnership and Collaborative Working

The Department has a longstanding commitment to partnership and collaborative working. Examples include:

- One Stop Shops as the central point within chosen locations, bringing together a number of local organisations for the delivery of services for local people
- collaborative working with 6 local authorities, Merseytravel and the Fire Service as part of Merseyside procurement group

## 5. CHALLENGES AND RISKS

5.1 The Department is fully aware of key day to day risks that it has to address. These include ensuring that:

- the Merseyside Pension Fund investments perform at an appropriate level
- the Council's creditors and staff are paid accurately and on time
- the budget of the Council is in balance
- the best use is made of the Council's finance, physical and human resources
- those most in need receive appropriate levels of benefit
- the Council's IT system function and are accurate
- all income due to Council is collected on time

5.2 The Finance Department has also identified the following as its key operational risks and the associated controls it intends to take in order to mitigate the risk:

	<b>Identified Risks</b>	<b>Control Measures put in place</b>
1.	Failure to retain/recruit staff	Experience shows that there is a need to review many staffing structure. The review of ITS structure continues as the formation of a Corporate IT unit emerges.
2.	Over reliance on key personnel	The Department works closely with Corporate Human Resources in ensuring good management of staff resources through workforce planning and training.
3.	Ability to implement change	The Change Management Programme is challenging for all Departments. To ensure success key staff have been trained in project management techniques in order to be properly equipped to deal with change management.
4.	Reliance on particular suppliers	The role of the Corporate Procurement Unit and associated strategy is continuously being developed and enhanced. This includes the development of robust contracts and collaborative arrangements.
5.	Need to react to changing legislation	The Department endeavours to be continually aware of potential changes through relevant professional bodies and information sharing. We aim to ensure that key members of staff are appropriately trained to deal with these challenges.
6.	Contract management e.g. pension fund mandates, partnership arrangements	The Pensions Committee plays a major role in continually reviewing procedures.
7.	Insufficient/incomplete market information for the pension fund	The use of external fund managers and constantly reviewing all information sources is a mainstay in managing the Pension Fund.
8.	Business continuity - customer services	Alternative system is in place in case of service failure and is regularly reviewed.

- 5.3 In addition to the day to day and operational issues that the Department needs to address; a number of specific risks and control measures regarding the key projects for change that the Department will implement during 2008/09 are shown in detail in **Annex 3**.
- 5.4 The Department is acutely aware that many of the operational challenges that it faces are each year are ever present, for example, the process of assisting direct service departments with the appropriate budget allocations and monitoring and managing budgets efficiently. The following list identifies other areas of work and improvement programme areas that need to be considered in the year ahead:
- **Service Re-engineering** – improving the efficiency of how the Council goes about its business. This will assist the drive to improve service delivery by passing more work directly to all front of house access channels to maximise first time resolution. It will also simplify service user access to the Authority and its partners as well as provide overall service efficiencies.
  - **Maintaining a stable Council Budget and revising the medium term financial strategy** – in line with statutory regulatory requirements that we continue to improve the basis on which the Council makes financial decisions and future commitments.
  - **Financial Management Processes** – the Government requirement to produce commercial-style accounts covering the whole of the public sector. It will be necessary, therefore, to ensure the accounts are closed down promptly in accordance with a defined timetable.
  - **Balance of Funding** - currently, 75% of Council money comes from the Government. Recent opportunities regarding the use of local discretion over certain non domestic rates need to be continually reviewed.
  - **Local Housing Allowance for Private Sector Claimants** – it is likely that the revised operation of the way these payments are made will need to be monitored and responded to appropriately.
  - **Pension Fund Investments** – ensuring that the best return is achieved for resources made available by contributors.
  - **Pension Fund Administration** – performing an efficient and effective service to members of the Fund.
  - **Improving on an effective procurement strategy** – not only to achieve value for money when purchasing goods and services but also making the best use of systems across the Authority.
  - **Payment of Creditors** – ensuring accuracy of both the amount due to goods and service providers and also that the liability for taxation by the Authority is correctly recognised.
  - **Use of Resources** – action plan in place to secure improvements in financial management, financial planning, financial reporting, financial standing and internal control.
  - **Equal Pay** – The implementation of this high profile policy has potential large expenditure commitments which need to be managed appropriately and tactfully to ensure costs to the Council are minimised.

## 6. MONITORING AND EVALUATING PERFORMANCE

### 6.1. Departmental Performance Management Framework

The key elements of Wirral's approach to performance management are:

- A commitment to performance at the highest levels of the organisation;
- A robust performance management framework providing a 'clear line of sight' between the council's overall objectives, departmental and service plans and individual work plans;
- Alignment of service and financial planning and monitoring;
- A tailored performance information management system (PIMS), developed in-house to manage performance information and monitor service plans.

### 6.2. Performance Indicators and Departmental Performance Management Framework

The Finance Department's set of Performance Indicators is shown at **Annex 4**. These reflect the new National Indicators and the Corporate Plan and will be used as the basis for monitoring activity against the Departmental aims and key projects. Data is recorded in the Performance Information Management System (PIMS) and reported to Members and senior managers on a regular basis.

The Department is subject to external scrutiny, in particular by the Audit Commission as part of the Use of Resources and Benefits elements of the Comprehensive Performance Assessment. The feedback and action plans emanating from these inspections are reported to Members and used to continually improve performance.

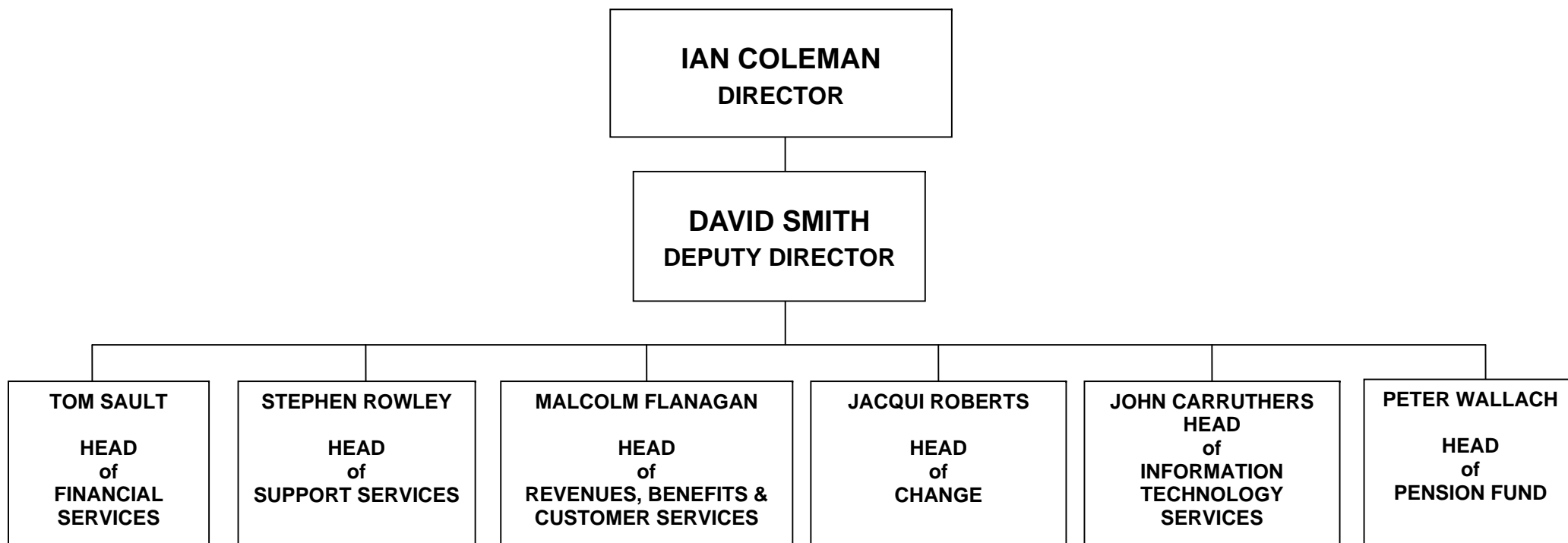
A detailed schedule that links the corporate objectives with the key projects and activities of the department is given in **Annex 5**. This schedule provides the framework for more detailed action plans to deliver each sectional objective including any identified resource requirements and milestone indicators. Each objective will include a risk and contingency register to ensure targets are met.

This information will be used by managers on a day to day basis to ensure the improvement programmes are delivered and progress will be reported regularly to Committee. The Department will continue to develop the good work of previous years' documents by:

- making them readable and practical, and therefore useful
- making clearer the links between section and corporate objectives
- recognising that the Council already produces many plans and statements and therefore producing a document which complements these, rather than duplicates them
- making use of the Corporate Performance Information Management System (PIMS) so that the document will be available on line for all staff to see and review progress

This plan forms the context of the Finance Department's contribution to the running of the Council. It is integral to the department's communication processes which include Team Briefing, Chief Executive Roadshows and Key Issues Exchange for staff.

STRUCTURE OF THE FINANCE DEPARTMENT



## Functions carried out by Finance Department

### CHANGE TEAM

Responsible for supporting departments to redesign their services using business process improvement techniques, to achieve significant improvements in performance (cost, quality, service or speed). Modernising business processes will assist in driving efficiency, effectiveness and value for money throughout the Council.

### FINANCIAL SERVICES

#### Accountancy

Activities include budget setting, financial planning and monitoring, submission of grant claims, production of annual accounts, insurance services, and the provision of advice to officers, members and third parties.

#### Operational

- produce annual accounts by 30 June
- produce annual budget

#### Performance

- strategy documents including Medium Term Financial Strategy and Risk Strategy
- provide insurance service
- manage the debt of the Authority and former Merseyside County Council

#### Systems

- maintain the financial system
- develop the financial system

#### Key Statistics

- Total revenue spend £750m
- Schools budget £180m
- Capital spend £70m
- Total debt £250m

### INFORMATION TECHNOLOGY

#### Print Services

The provision of printing and photocopying services to the Council's departments and schools.  
High speed volume digital copiers/printers, high quality digital colour copier/printer and offset printing equipment.

**Wirral Information Technology Services**

Managing and developing the Council's principal corporate IT systems and the network and communications infrastructure essential to the delivery of services; Revenue budget £12.3m, supporting and operating 500 systems (10 major).

**MERSEYSIDE PENSION FUND**

**Pension Fund Administration**

Operating the occupational pension scheme for Merseyside Local Authorities and other admitted bodies; 38,000 pensioners and 50,000 members not yet of retirement age.

**Pension Fund Investments**

Managing the investment portfolio of the Merseyside Pension Fund valued at £4.2bn.



## **REVENUES, BENEFITS & CUSTOMER SERVICES**

### **Call Centre**

Handles telephone enquiries relating to Streetscene services, Council Tax/ Housing Benefit enquiries and Social Services issues through the Central Advice and Duty Team. The Information and Advice team offer advice on a range of Council services whilst booking appointments and taking payments to provide a swift resolution to enquiries. The central switchboard is responsible for routing calls contacting the 606-2000 number to their correct destination: handled 430,946 calls across all services and 91,601 calls to the Switchboard in 2006

### **Council Tax**

Billing and collection service for Council Tax and residual Poll Tax; 143,422 homes billed for £154m.

### **Housing and Council Tax Benefits**

Making payments to people in need of help to pay their rent and Council Tax: 25,460 tenants and 11,230 home owners paid £107m; in 2006/07 we received over 20,000 new claims and 58,915 changes of circumstances and 22,800 annual checks were also undertaken; in 2006 over a thousand cases were reviewed as part of our fraud and error work and in recovering the overpayments we successfully secured 77 sanctions.

### **Miscellaneous Income**

Billing and collection of Business Rates and other money owed for Council services: 8,050 properties billed for Business Rates to the value of £56.1m; 33,000 bills raised for £46.9m charges in respect of a range services on behalf of all departments.

### **One Stop Shops**

Now running 13 One Stop Shops in Bebington, Birkenhead, Bromborough, Heswall, Hoylake, Moreton, Rock Ferry, Seacombe, Upton, West Kirby, Eastham, Liscard and New Brighton, where people can go to access a wide and expanding range of Council services. These are supported by the network of information Points in Libraries and the Video Conferencing links to the call centre: 215,101 customers in 2006 (a 2% increase over 2005); Cashiers section at Conway took over £44m including 123,000 counter transactions.

The section is responsible for Student Support services dealing with 6,200 student applications a year as well as 1,800 applications for Free School Meals and Uniform Grants.

### **Customer Service Development**

Our team work alongside the Change Team to introduce more services to front of house and expand web usage as a transactional service for public contact.

## **SUPPORT SERVICES**

### **Administration**

A support service to the Department in Birkenhead including departmental administration, directorate support as well as managing Authority wide financial services such as car loans and leases.

### **Building Management**

Looks after the day to day running of the Department's offices in Birkenhead.

### **Compliance**

Strategies, help and guidance on all aspects of Value Added Tax and Inland Revenue issues.

### **Payments**

Paying the Council's suppliers: 164,179 invoices from suppliers paid to a value of £294m.

### **Payroll**

Responsible for the payment of 16,000 council employees (Including Teachers pensioners) and also 1,350 external employees: 290,000 payments per annum totaling £286m for Council Employees; 20,000 payments per annum totaling £20m on behalf of external bodies

### **Procurement**

A service offering advice to all departments on the process of acquiring goods, works and services from the identification of needs through to the end of a service contract or the end of the useful life of an asset and covering everything from paperclips to PFI.

### **Records Management**

The Section is the guardian of Freedom of Information and Data Protection and is developing the corporate Records Management Facility.

### **Secretarial**

Secretarial, word processing, postal and courier services for the Department.

### **Training**

Overseeing and facilitating the training and development needs of all staff of the Department.

## Key Risks 2008/09

## ANNEX 3

(\* denotes unknown factor which elevates score)

Key projects	Key risks	Control measures	Lead Section	Score		
				Likelihood	Impact	
Integrated Financial Systems - Procurement	Too few appropriately experienced staff	Staff development, Key Issues Exchange	Support Services	2	4	8
	Lack of co-operation from other departments	Communication and consultation mechanisms	Support Services	2	4	8
	Lack of co-operation from suppliers	Communication and consultation mechanisms	Support Services	3	4	12
	Failure to select most appropriate shared services option	Staff learning; Business Case protocols	Support Services	2	4	8
	Lack of partner co-operation	Partnership organisations and dedicated forums	Support Services	2	4	8
	Insufficient partner capacity	External audit / evaluation	Support Services	3*	4	12
	Lack of Council staff capacity	Staff development, Key Issues Exchange	Support Services	2	4	
	Failure to select the right IT systems/hardware	ICT strategy; dedicated corporate support	Support Services	1	4	4
	Failure to use effectively IT systems/hardware	Staff training, communications	Support Services	2	4	8
	IT – implementation of untried systems	Networking and factfinding activities	Support Services	3*	4	12
Medium Term Financial Plan – development, review and delivery	Dependency on a small number of key staff	Succession planning and staff development	Financial Services	3	4	12
	Provision of accurate and timely information – central government	Lobbying; networking; attending national events	Financial Services	1	4	4
	Provision of accurate and timely information - local	Communication and consultation mechanisms	Financial Services	2	4	8
	Misalignment of political decision making timescales	Use of existing information to generate interim plan	Financial Services	2	4	8
	IT service interruption at a critical stage	Dedicated corporate support; good track record	Financial Services	1	4	4
	Failure to engage and gain co-operation of all relevant contributors – formulation of plan	Communication and consultation mechanisms	Financial Services	2	4	8
	Failure to engage and gain co-operation of all relevant contributors – delivery of plan	Scrutiny function – performance management reporting cycle	Financial Services	2	4	8

Key projects	Key risks	Control measures	Lead Section	Score		
				Likelihood	Impact	
	Failure by Chief Officers to effectively control expenditure	Regular review; Scrutiny by Cabinet; responsibilities in Constitution	Financial Services	2	4	8
Implementation of Use of Resources Action Plan	Dependency on a small number of key staff	Succession planning and staff development	Financial Services	3	4	12
	Lack of ownership across the Council as a whole	Communication and consultation through corporate groups	Financial Services	3	4	12
	Lack of timely and appropriate responses to identified actions	Communication and consultation through corporate groups	Financial Services	3	4	12
	Lack of early understanding of assessment criteria	National and regional networking; conference attendance; ongoing dialogue with Audit Commission	Financial Services	1	4	4
	Lack of application of knowledge and understanding of assessment criteria and good practice	Scrutiny function; planning and performance management cycle	Financial Services	2	4	4
	Omitting to take the correct actions to address weaknesses	Defined action plan for responding to assessment; Thorough understanding of Audit Commission report	Financial Services	2	3	6
Implementation of Customer Access Strategy	Dependency on capacity of IT systems	Dedicated corporate support; ICT development plan	Revenues, Benefits & Customer Services	2	4	8
	Dependency on capacity of staff	Staff development, Key Issues Exchange	Revenues, Benefits & Customer Services	2	4	8
	Dependency on capacity of CSDT and staff across service departments to re-engineer services	Scrutiny committee; communication and consultation with departments	Revenues, Benefits & Customer Services	2	4	8
	Failure to understand the ability of customers to access our services	Community engagement and consultation activities	Revenues, Benefits & Customer Services	2	4	8
	Major incident closes call centre or OSS for extended period	Incident prevention strategies; preventative maintenance	Revenues, Benefits & Customer Services	2	4	8
	Failure to anticipate surge in demand generated by specific issue	Regular communication with service providers	Revenues, Benefits & Customer Services	2	4	8

Key projects	Key risks	Control measures	Lead Section	Score		
				Likelihood x Impact		
	Major IT interruption	Dedicated corporate support; good track record	Revenues, Benefits & Customer Services	1	4	<b>4</b>

Finance Department - National, Corporate Plan and Departmental Plan Performance Indicators

ANNEX 4

NI/Local No.	Title	Baseline	Target 2008/09	Target 2009/10	Target 2010/11	Quarter 1 target 08/09	Quarter 2 target 08/09	Quarter 3 target 08/09	Quarter 4 target 08/09
<b>National Indicators</b>									
N14	Avoidable contact: The average number of customer contacts per resolved request.	Not in a position to collect from 1 April 2008							
N179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Not in a position to collect from 1 April 2008							
N180	Changes in Housing Benefit/Council Tax Benefit entitlements within the year	Awaiting DWP advice on structure of calculation and likely median/average							
N181	Time taken to process Housing Benefit/Council Tax Benefit new claims and events	Closest PI 78a/78b/2000 and HB verification performance measure PM10	16.4	15.9	15.4	16.4	16.4	16.4	16.4
<b>Corporate Plan Indicators</b>									
new	Value of Procurement Efficiencies generated during the year	Not applicable	£2.2m	£2.2m	£2.2m	£200,000	£700,000	£1.4m	£2.2m
local 2063	Percentage of calls answered by Call Centre (successful contact/ abandonment rate) (old local 2063)	84%	95%	95%	95%	95%	95%		
new	Number of visits to the Council's website	New – will have totals available							
BVPI 3	% of citizens satisfied with the overall service	53% (06/07)	*54%	*55%					

NI/Local No.	Title	Baseline	Target 2008/09	Target 2009/10	Target 2010/11	Quarter 1 target 08/09	Quarter 2 target 08/09	Quarter 3 target 08/09	Quarter 4 target 08/09
	provided by the Council (*currently 3 yearly measure)								
local 2004	Number of complaints registered on Councils procedure (*look to change to % of total contacts for 2009 onwards)	1,000 (07/08 estimate) 439 (06/07 actual)	800	*750	*700	200	400	600	800
local 2060	Completion of all high risk systems identified in the Audit Plan		100	100	100				
<b>Departmental Plan Indicators</b>									
BVPI 76d	Housing Benefit and Council Tax Security: The number of prosecutions and sanctions per 1000 caseload	4.29	5.00	5.00	5.00	5.00	5.00	5.00	5.00
BVPI 8	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority.	85	100	100	100				
BVPI 9	% of Council Tax collected	96.3	96.6	96.7	96.8	28.6	56.5	84.5	96.6
BVPI 10	The % of non-domestic rates due for the financial year which were received by the authority.	97.68	96.0	96.25	96.5	28.0	56.8	85.5	96.0
local 2009b	Procurement – % of orders placed through electronic catalogues	70	75	80	85	70	71	73	75

**FINANCE DEPARTMENT - DEPARTMENTAL PLAN**

**ANNEX 5**

**SUMMARY OF SECTION PLANS**

<b>Corporate objective</b>	<b>Dept/ Service</b>	<b>Delivery area</b>	<b>Key projects</b>	<b>Routine activity</b>	<b>PIs</b>
<b>Create an excellent council</b>	Finance: Internal Audit	Internal Audit	Anti Fraud and Corruption audit plan delivery in accordance with Chartered Institute of Public Finance and Accountancy (CIPFA) Framework.	Deliver Internal Audit Plan in accordance with wishes of Section 151 Officer, Audit Committee and Audit Commission.	Completion of 90% of Internal Audit Plan
<b>Create an excellent council</b>	Finance: Internal Audit		High risk audits delivered as requested by Chief Executive and Chief Officers.	Prepare Annual Governance Statement in accordance with new Accounts and Audit Regulations.	Completion of all planned internal audits
<b>Create an excellent council</b>	Finance: Internal Audit		Information and Communications Technology (ICT) audit development to promote efficiencies in delivery of service.	Deliver Financial Management Standard to Schools in accordance with Education Bill.	Completion of Follow-up audits for all internal audits undertaken.
<b>Create an excellent council</b>	Finance: Internal Audit		Develop audit approach to Final accounts evaluation.	Deliver internal audit service to Wirral Methodist and Family Housing Associations	Completion of all high risk audits identified in the Audit Plan
<b>Create an excellent council</b>	Finance: Internal Audit		Deliver National Fraud Initiative for Council.	Deliver ICT Audit Plan.	
<b>Create an excellent council</b>	Finance: Internal Audit		Audit Performance Management systems.	Provide opinion on effectiveness of overall control environment of Council.	
<b>Create an excellent council</b>	Finance: Internal Audit		Continued input to Local Public Service Agreements.	Provide annual opinion on effectiveness of 'system' of internal audit.	
<b>Create an excellent council</b>	Finance: Internal Audit		Audit involvement with Local Area Agreements delivery.	Produce Annual Internal Audit Report	
<b>Create an</b>	Finance:		Continuing development of	Develop and implement	



Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
excellent council	Internal Audit		risk based approach to auditing in line with current best practice.	revised Internal Audit Strategy and Charter in accordance with new legislation.	
Create an excellent council	Finance: Internal Audit		Explore increased efficiency savings through development of Control Risk Self Assessment (CRSA) based approach to auditing.	Deliver Anti Fraud and Corruption audits.	
Create an excellent council	Finance: Internal Audit		Implement findings of self assessment of audit service undertaken against CIPFA Code of Practice for Internal Audit in Local Government.		
Create an excellent council	Finance: Internal Audit		Review staffing resource available to deliver audit plan and ensure that appropriately qualified and experienced staff are recruited and retained and appropriate training is provided.		
Create an excellent council	Finance: Financial Services	Financial Planning	<p>Capital Strategy reviewed</p> <p>Medium Term Financial Strategy reviewed</p> <p>Risk Strategy reviewed</p> <p>Manage the budget cycle</p>	<p>Manage the budget cycle</p> <p>The budgets include:</p> <ul style="list-style-type: none"> <li>o Annual Revenue Budget</li> <li>o Capital Budget</li> <li>o Insurance Fund</li> <li>o Schools budgets</li> </ul> <p>Review and update:</p> <ul style="list-style-type: none"> <li>o 3 year Medium Term Financial plan</li> <li>o Risk Strategy for budgetary effects</li> <li>o 3 year Capital Programme</li> </ul> <p>Actions include:</p> <ul style="list-style-type: none"> <li>o Initial brief of the budgetary position to start the decision making process</li> <li>o determine and manage the budget timetable</li> <li>o coordinate departmental</li> </ul>	<p>The timetable for budget setting issued in July.</p> <p>MTFS and Capital Strategy reviewed and agreed in August to feed into the budget cycle.</p> <p>Initial assessment of the budgetary position given to Members in September.</p> <p>Organised budget reporting and decision making with Members such that they were enabled to make a final agreement in March.</p> <p>Set the budgets into the system so that Departments had relevant budget detail for the start the financial year.</p>

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
				<ul style="list-style-type: none"> <li>○ budget planning</li> <li>○ monitor likely budgetary outcomes</li> <li>○ advise on corrective actions to keep the budget within limits</li> <li>○ assess efficiency savings</li> <li>○ evaluate external factors</li> <li>○ e.g. annual settlement, inflation.</li> </ul>	Use of Resources Score
<p><b>Create an excellent council</b></p>	<p>Finance: Financial Services</p>	<p>Financial Reporting</p>	<p>Manage the production of the Statement of Accounts (SOA)</p>	<p><b>Manage the production of the Statement of Accounts (SOA)</b>  Regular monitoring of key activities and monthly reconciliation of control accounts including reconciliation of bank to cash account.  Actions include:</p> <ul style="list-style-type: none"> <li>○ evaluate changes to accounting practice</li> <li>○ determine, issue, monitor and manage the close down timetable</li> <li>○ coordinate departmental actions</li> <li>○ set out working papers</li> <li>○ liaise with audit</li> </ul> <p><b>Manage submission of Grant Claims</b>  Actions include:-</p> <ul style="list-style-type: none"> <li>○ evaluate grant and audit requirements,</li> <li>○ determine, issue, monitor and manage the grant submission timetable,</li> <li>○ coordinate departmental actions,</li> </ul>	<p>Issue timetable to relevant users in February</p> <p>SOA published by 30<sup>th</sup> June</p> <p>Satisfactory audit opinion and quality assurance</p> <p>Use of Resources Score</p> <p>Percentage of grant claims submitted on time,</p> <p>Satisfactory audit opinion and quality assurance</p>

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
				<ul style="list-style-type: none"> <li>o set out and communicate standards of grant claim working papers,</li> <li>o liaise with audit.</li> </ul>	
<b>Create an excellent council</b>	Finance: Financial Services	Financial Monitoring	<p>Treasury Management Strategy reviewed.</p> <p>Re-procure banking contract and manage the effects of any changeover that may result.</p>	<p><b>Regular Reporting to Members, Chief Officers and Budget Holders</b>  Actions include:-  Revenue and Capital Monitoring reports to each committee cycle  Monthly statements to Chief Officers' Management Team (COMT), Departmental Management Teams and budget holders  Monitoring and reporting to external agencies (e.g. returns)</p> <p><b>Treasury Management</b>  Actions include:-  management of cash flow; monthly reconciliation of banking records; examination of the suitability of bodies offering investment of Council funds</p>	<p>NI 179  Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year</p> <p>Reports issued to schedule</p> <p>Use of Resources Score</p> <p>Reduced cost of providing adequate working capital</p> <p>Use of Resources Score</p> <p>Continuity is maintained for banking arrangements</p>
<b>Create an excellent council</b>	Finance: Financial Services	Risk Management and Insurance	<p>Risk Management Strategy reviewed</p> <p>Improve risk management performance monitoring</p>	<p><b>Risk Management</b>  Actions include:-  running a risk management forum  regular reports to departmental management teams and committee,  running risk management training,  liaising with departmental staff over managing and reviewing major risks and the</p>	<p>Numbers trained in risk management</p> <p>Regular reports to committee</p> <p>Liability claims repudiation rate</p>

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			<b>Insurance contracts</b> Re-tender insurance contracts and manage the effect of any changeover	management of these risks <b>Insurance Fund Management</b> Actions include:- reporting fund issues to departmental head and Members effective risk and financial management of the insurance fund; to maintain the fund at adequate levels to meet its liabilities, manage the claims process so that only appropriate sums are paid for where the Council is liable.	Adequacy of the fund to meet liabilities  Regular reports to committee  Continuity of insurance cover is maintained
<b>Create an excellent council</b>	Finance: Financial Services	Divisional Information Technology (IT) facilities and Corporate Financial Systems Development and Control	Develop reconciliation of Housing Benefits and Council Tax system Develop skills and knowledge to be able to promote and develop the Oracle system. Develop use of commitment accounting and budget profile reports Develop understanding of iTrade and promote the system as appropriate Review the continuing suitability of the Divisional PC facilities Conduct Risk Assessment of Divisional IT facilities as regards business continuity. Conclude the pilot for establishing potential use of the core financial systems in schools	<b>Routine tasks include:-</b> <ul style="list-style-type: none"> <li>o reconcile control accounts,</li> <li>o receive, track and resolve users' issues and problems,</li> <li>o monitor system performance and liaise with IT Services and Oracle,</li> <li>o manage IT access as staff join or leave,</li> <li>o deal with hardware failures,</li> <li>o develop and maintain discoverer reports,</li> <li>o train new users and maintain a library of training material,</li> <li>o monitor and coordinate correction of mis-postings.</li> </ul>	Period closure within 7 working day of period end.  System availability meeting Divisional needs  Risk management action plan enacted  Core financial systems development plan
<b>Create an excellent council</b>	Finance: Information Technology Services	Telecommunications Group	Firewall Migration. Computers For Pupils. School Connections to Oracle Enterprise Resource Package	Installation support and maintenance of data and voice communications infrastructure.	-Time to respond to operational problems  -Time to fix operational problems

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			(ERP). Closed Circuit Television (CCTV) Network Integration. Children's Centres. Building Energy Management System (BEMS) Tender for Network Equipment & Services. Government Connect. Councillor Equipment Refresh. Network Load Balancing. Authentication Services Roll Out. Unison Relocation. Payment Card Industry (PCI) for Department of Adult Social Services (DASS). Communications Room Inventory. Youth Offending Team (YOT) Relocation to Solar Campus Solar Relocation to Bebington. Emergency Duty Team (EDT) Relocation to Arrowe Park Hospital. Internet Link Upgrade. O2 Bearer Upgrade. Merseyside Pension Fund (MPF) - SX2000 Upgrade & Call Centre Integration.  Mitel Imagination Replacements. School Sites – Private Branch Exchange (PBX) Upgrades & Installs. Migration of Public Switched Telephone Network (PSTN)	Core Tasks: Firewalls Management & Support.  Data Network Management & Support.  Uniform Resource Locator (URL) Blocking  Management & Support. Virtual Private Network (VPN) Management & Support.  Authentication Server Management & Support.  Telco Contract Management.  Call Centre Management & Support.  Voice Network Management & Support.  Mobile Phone Contract Management.	-Complete infrastructure projects within agreed timescales and budget.

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			Services. Fibre Network Upgrade. Disaster Recovery.		
<b>Create an excellent council</b>	Finance: Information Technology Services	Projects	Fujitsu handover	Review implementation with Oracle and implement enhancements/changes to bring up to recommended standard	Performance against plan
<b>Create an excellent council</b>	Finance: Information Technology Services		School Workforce Return	Ensure s/w releases implemented n time for returns Provide support to schools to complete statutory returns on time	
<b>Create an excellent council</b>	Finance: Information Technology Services		Resolve relationship with Capita	Set up a series of meeting to identify and confirm a joint roadmap Set up a Wirral community to identify our requirements from Capita and progress our relationship	
<b>Create an excellent council</b>	Finance: Information Technology Services		Implementation of development as agreed with Information Systems Group (ISG)		Quality of project plans – comparison of actuals to estimates
<b>Create an excellent council</b>	Finance: Information Technology Services			Installation, support, maintenance of applications packages. Design, development and support of application interfaces. Support and development of e-Business suite and Document Management solution Support and enhancement of Database software. Support and development of the inter/intranet.	Quality of project plans – comparison of actuals to estimates
<b>Create an</b>	Finance:	Customer Services &	Implement and use Focal to	Ensure the routine operational	

<b>Corporate objective</b>	<b>Dept/ Service</b>	<b>Delivery area</b>	<b>Key projects</b>	<b>Routine activity</b>	<b>PIs</b>
<b>excellent council</b>	Information Technology Services	Quality	its best advantage to facilitate improved communications to our customers	tasks and processes that enable the customers of IT services to function, are carried out.	
<b>Create an excellent council</b>	Finance: Information Technology Services		Develop a strategy regarding upgrades to the scheduling software on existing applications and the introduction of new applications requiring automatic scheduling		
<b>Create an excellent council</b>	Finance: information technology services		Manage the upgrade of the Helpdesk software and roll this out across all services		
<b>Create an excellent council</b>	Finance: information technology services			Provide the primary point of contact for customers when there is a service disruption or a request for service from ITServices	
<b>Create an excellent council</b>	Finance: information technology services			Develop a programme to continuously review and manage support calls to enable all customers requirements be met to the highest standard	
<b>Create an excellent council</b>	Finance: information technology services			Provide the administrative and budgetary support to ITServices.	
<b>Create an excellent council</b>	Finance: information technology services			Provide a friendly and professional reception service for the building.	
<b>Create an excellent council</b>	Finance: information technology services			Provide a managed and protected environment for Sever Equipment and Communications Hubs to conform to industry standard	

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
				best practice.	
<b>Create an excellent council</b>	Finance: information technology services			Develop a programme to provide a cost effective maintenance programme for the infrastructure of the managed sever rooms	
<b>Create an excellent council</b>	Finance: information technology services			Facilitate the schools in accessing IT Services	
<b>Create an excellent council</b>	Finance: information technology services			Develop and maintain a portfolio of services provided by IT Services	
<b>Create an excellent council</b>	Finance: information technology services			Develop a rolling programme of scheduled visits to schools and departments	
<b>Create an excellent council</b>	Finance: Pensions Administration		Implementation of New Look 2008 Local Government Pension Scheme (LGPS)	Upgrade of AXIS system to cope with new Scheme	
<b>Create an excellent council</b>	Finance: Pensions Administration		Improving take up of Scheme	Dealing with those who "opt out" enquiries	
<b>Create an excellent council</b>	Finance: Pensions Administration		Procurement of Pensions Administration & payroll system	Moving Civica Pensions4 software to new Server hardware and upgrade to Pensions5 software	
<b>Create an excellent council</b>	Finance: Pensions Administration		Introduction of electronic interfaces with Liverpool and other employers	Management Information systems - database driven system provides performance figures and hosts other small systems	
<b>Create an excellent council</b>	Finance: Pensions Administration			Calculation and payment of benefits and pensions due under the LGPS Regulations	Number of deferred benefits calculated Payment of monthly pensions



Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
				Issue of annual benefit statements to actives and deferred members	Payment of transfer values Number of statements issued
<b>Create an excellent council</b>	Finance: Pensions Investments		Implementation of revised Strategic benchmark	Identify new asset classes and investment opportunities	Regular progress reports to Pensions Committee
<b>Create an excellent council</b>	Finance: Pensions Investments			Review of existing investment mandates	
<b>Create an excellent council</b>	Finance: Pensions Investments		Procurement and implementation of Investment Accounting System	Improve information delivery from global custodian	
<b>Create an excellent council</b>	Finance: Pensions Investments			Integrate financial systems including Analytics, Euraplan	
<b>Create an excellent council</b>	Finance: Pensions Investments		Enhancing Fund performance	Timely monitoring and reporting of investment performance	The "WM Company" performance data
<b>Create an excellent council</b>	Finance: Pensions Investments				Contribution payments in arrears
<b>Create an excellent council</b>	Finance: Pensions Investments			Training of Pensions Committee members and Investments staff	
<b>Create an excellent council</b>	Finance: Pensions Investments		Communication	Newsletters, brochures, website and email alerts. Public Relations officer in place	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Contact Centre Service	Extension of Generic Working staff across service areas. Extension of opening hours as required to maximum 8-8. Introduction and maximised use of Workflow management Software Use of web based forms and information to support co-ordinated service developments across access	Responding to incoming enquiries from customers with regards service related enquiries inc telephony and e-mail as appropriate  Ongoing adherence to Customer Care Guidelines  Introduction, development and review of services handled via	<b>NI 14</b> Avoidable contact: The average number of customer contacts per resolved request  Cumulative Call centre target for all services:  % of calls handled  % of calls handled in 15 seconds

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			channels Maximising service delivery using Customer Relationship Management (CRM) across all services Service Re-Engineering for migration of further services to the Call Centre as part of Customer Access Strategy Introduction of Text Short Message Service (SMS) messaging for service efficiency as part of Customer Access Strategy roll out.	this access channel  Close working with all access channels for consistent delivery of customer access strategy.	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Switchboard	System improvements via Mitel and Web (Intranet)	As first point of contact, customers are directed to the correct department or person, as efficiently as possible.	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Revenues & Benefits	Maximising use of new core system (Academy)	Responding to incoming enquiries from customers following the issue of correspondence from the Council Tax and Housing Benefit departments	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Streetscene	Integration of waste contractors software 'Springboard'	<b>Responding to incoming enquiries from customers with regards to:</b> Environmental Services Highway Maintenance Traffic Management Parking services Drainage Street lighting	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Department of Adult Social Services (DASS) /Children and Young People's Department (CYPD)	Optimising Front of house service delivery following DASS/CYPD independent studies	<b>DASS:</b> <b>Responding to enquiries in relation to:</b> Homecare assessments Occupational therapy assessments	

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
				Respite requests Mental health assessments Visual impaired Vulnerable adults and General adults Adult protection <b>CYPD:</b> <b>Responding to enquiries in relation to:</b> Child care concerns Child protection concerns Children with disabilities Financial assistance Access to records Transferring out Also signposting to other agencies for support	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Information & Advice		<b>Offer general advice and book appointments for a range of council services including:</b> Pest control Registrars (Births and Deaths) Recruitment (first point of contact for vacancy applications) It's Your Call (reports relating to incidents of anti social behaviour) Building and Development Control Home to school transport General contact information for local MP's and Councillors	

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
				Handy person and "POP IN" schemes Ongoing delivery of Merseytravel "SMART" contract on behalf of Fujitsu Services.	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Council Tax	Optimising Core System use (Academy)	Billing & Collection of Council Tax to 144,000 properties	% collection rate
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services			Maximising % Collection Rate utilising best collection practices	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services		Enabling E Services increasing self-help and offer Electronic Billing	Electronic Billing Web development	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services		Enabling Front Line delivery of Revenues & Benefits service. (New System)	Assist Front Line Staff in service delivery.	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services		Data Extract	Provision of data to other departments	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services		Integrating Tax and Benefit working practices	Training, Quarterly System Releases	
<b>Create an excellent council</b>	Finance: Benefits, Revenues		Mobile Working	Property Inspections	

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
	and Customer Services				
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Data Custodian	CRM Person/Property data load	Ensuring CRM data as accurate as possible.	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Document Management	The Scanning Centre Civica/Documentum (Council Wide)	Scanning & Indexing 500,000+ documents per annum	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Mail Dispatch	Mail Machine Replacement	Daily document dispatch	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Benefits	Smooth introduction and first year implementation of Local Housing Allowance (LHA) for tenants and landlords. Ongoing use of Housing Benefit (HB) Anti Social Behaviour pilot scheme. Optimising core system use (Academy) Enabling e-services use via self help and access to benefit information Integrating Benefits and Tax working practices Mobile working Supported Accommodation joint working with DASS. Investigation and Prosecution of Offences in relation to National Benefits Reduction in Homelessness, improving move on opportunities for people in	Processing of new claims. Administering of existing claims, including – actioning all changes. Administration of Discretionary Housing Payments. Debt recovery, reduction in age and size of debt (overpaid benefit) Administration of reviews and appeals (including external Tribunal / Commissioners Court) Fraud prevention and detection Take-up and Benefit maximisation Joint working and liaison with third parties, including other Agencies, Departments, Welfare Rights / Advocacy Groups, Landlords and other local authorities.	N180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year  N181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events  Adherence to the Department for Works and Pensions (DWP) 19 key Performance Measure standards and 65 Performance Enablers to maximise ability to retain Comprehensive Performance Assessment (CPA) score.

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			rented accommodation.	Income maximisation via Proper and accurate submission of HB subsidy claims, grants and returns.	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services		Delivery of Housing/Council Tax Benefit and Council Tax Training for Revenues, Benefits & Customer Services Division	Related training for Customer Service and processing staff.	None
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Income	Introduction of new E>Returns module	Banking and income allocation	N/a
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Sundry Debtors	Introduction of Accounts Receivable (AR) Direct Debits	Billing and collection of Sundry debts	Arrears target of 20% of last 12 months debit
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Business Rates	Migration to Academy Revenues and Benefits system	Billing and collection of Business rates	Target is 98.2% collection rate at year end
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	One Stop Shops (OSS)	Partnership development with voluntary and community sector recognising the need to link in with groups who represent minority and disadvantaged residents addressing equality and diversity Adoption of Electronic Service Delivery (ESD) toolkit e.g. (on) customer segmentation which will allow mapping and analysis of local communities Use of "smart" web based forms and information to support co-ordinated service	Responding and resolving face to face customer queries with regards service related enquiries Ongoing adherence to Customer Care Guidelines Introduction, development and review of services handled via this access channel Close working with all access channels for consistent delivery of customer access strategy. Monitoring reviewing customer satisfaction via surveys/ mystery shopping	% of people waiting under 15 minutes to be seen by an adviser  % of people who felt they were dealt with in a positive and welcoming manner  % of customer interview times within 20 minutes  % of queries resolved at One Stop Shops  Keep discrepancies on cashiers totals to within £2 per day

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			<p>developments across access channels</p> <p>Maximising service delivery using CRM across all services</p> <p>Service Re-Engineering for migration of further services to the primary access channels as part of Customer Access Strategy</p> <p>Minimising avoidable contact through linking services and anticipating customer need</p> <p>Making better use of customer information held -</p> <p>Establishing a framework for data exchange and customer authentication within the guidelines of Government Connect.</p> <p>Development of customer insight forums</p> <p>Using face to face as a focus of linked public service.</p> <p>Maximizing one stop shops potential as staff hubs for agile working</p> <p>Production of Service Level Agreement (SLA) for all services delivered through primary access channels</p> <p>Introduction of phone access via one stop shops</p> <p>Publicity promoting the removal of cash payments at all OSS sites other than Birkenhead OSS.</p> <p>Introducing self access within One Stop shops</p> <p>LHA – developing debt advice</p>	<p>Monitoring cashier usage and reviewing resources</p> <p>Liaison with internal and external partners to ensure the service delivers to the required standard</p> <p>Working with Customer Services Development Team (CSDT)/Web manager on the development of services</p> <p>Regular liaison with Wirral Ethnic Health Advisory Group (WEHAG) and other voluntary groups</p>	

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			role with Citizens Advice Bureau (CAB) Pennant House relocation/ refurbishment		
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Customer Service Development team	<p>Reengineering projects including current projects – DASS/CYPD review; Aids/Adaptations; Licensing - phase 2; Streetscene; Blue badges; Waste; work proceeding on Enforcement/ correspondence monitoring; Springboard Integration</p> <p><b>Customer Care Standards</b> Working towards national e-service delivery standards ongoing work to improve complaints handling and the processing of enquiries from the ombudsman working towards equality and diversity standards in customer service provision</p> <p><b>Future projects</b> Text messaging; Life events 'tell us once'; Meeting with departments to establish new service areas; Environmental Health; Phase 5 Traffic; All other Building/Development Control Services</p> <p><b>System areas</b> Maximising usage of CRM Improving CRM ( screen scraping potential ) Maximising usage of workflow</p>	<p>Delivering Customer Access Strategy (CAS) working with departments migrating services for delivery through primary access channels</p> <p>Working with ITS to realise full potential of CRM and other technical systems to support service delivery</p>	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer	Web	<p>Writing/ delivering web strategy</p> <p>Delivery of channel migration</p>	<p>working with PR to improve 'look and feel'</p> <p>working with CSDT/Front Line</p>	



Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
	Services		strategy ( encouraging self access ) Addressing accessibility issues	to make viable access channel improving information on web Frequently Asked Questions (FAQS)/eforms working with ITS to improve functionality working with departments to maximise efficiency and effectiveness of the web consultation with customers to ensure meets needs	
<b>Create an excellent council</b>	Finance: Benefits, Revenues and Customer Services	Student Support	Managing the closure of student support and resultant reduction in staffing	Ongoing service delivery during transition to Student Loans Company.	Assessments provided in accordance with the nationally agreed performance targets. Staffing levels reduced in line with the Transitional Plan commencing December 2008 Number of on line applications considered within 20 days Number of paper applications considered within 30 days Number of paper applications registered on the system within 3 days
<b>Create an excellent council</b>	Finance: Payroll	Payment of Salary to all Council employees, Members and Contract sites accurately and on time  Ensure Statutory Legislation is adhered to.  Ensure Statutory returns are made promptly.	Harmonisation of Pay. Implementation of new Statutory Legislation. Implement new Pension Regulations. Review of overpayments procedure. Continuously review working practises to cut out errors and duplication. Development of Payroll system.	Payroll Processing – Gross to net calculation of pay ensuring contractual and statutory legislation is applied correctly. Receipt & return of information & enquiries with HM Revenue and Customs, Department for Works and Pensions, Courts and other Departments  Payroll System administration.	N/A
<b>Create an excellent council</b>	Finance: Control & Compliance	Prompt, accurate 3 <sup>rd</sup> party payments	Termination payments	Bankers Automated Clearing Service (BACS) processing 3 <sup>rd</sup> Party payments	None
<b>Create an</b>	Finance:	Pension (Local Government	Health checks review	Payroll reconciliation P35	

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
excellent council	Control & Compliance	& Teachers) Regulations compliance	Dispensation update	end of year reporting	
Create an excellent council	Finance: Control & Compliance	Compliance with Regulations	Equal pay on-costs	Statistical surveys	
Create an excellent council	Finance: Control & Compliance	Pay As You Earn (PAYE) & National Insurance Contributions (NIC)	New Local Government Pensions Scheme Regulations	P11d reporting	
Create an excellent council	Finance: Control & Compliance	Value Added Tax (VAT)		Completing HM Revenues and Customs Return "TR17"	
Create an excellent council	Finance: Control & Compliance	Construction Industry Tax		Monthly VAT returns Pensions liaison with Merseyside Pension Fund	
Create an excellent council	Finance: Information Management	Freedom of Information and Data Protection	No specific projects, but will ensuring that any IT developments are within and compliant to legislation	The Information Manager is guardian of the Freedom of Information and Data Protection Act and monitors and advises on the production of appropriate responses to queries within relevant timescales	Response to queries within Legislative Timescales
Create an excellent council	Finance: Information Management	Records Management	Fitting out of Archive and Record Management facility at the Cheshire Lines Building  Bringing together disparate records and files from around Wirral to ensure best use is made of available facilities	The Archive facility is available for the use of the general public  Maintaining an appropriate centralised corporate records management facility	None
Create an excellent council	Finance: Information Management	Knowledge Management	Developing the Electronic and Document Records Management through best use of the available IT systems within the Council	Advising Departments so as to ensure systems are developed in line with emerging corporate records management protocols	None
Create an excellent council	Finance: Administration	Support service to the Department in Birkenhead	Ensure smooth transition of any changes that emerge as a result of the re-tendering of the corporate banking	Departmental general administration and support Departmental training Managing Authority wide	None

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
			contract	financial services such as car loans and leases.	
<b>Create an excellent council</b>	Finance: Building Management	Oversee day to day running of the Department's three main offices in Birkenhead.		Opening and closing the buildings Maintaining efficient utility services Responding to emergency repair situations	None
<b>Create an excellent council</b>	Finance: Secretarial	Secretarial and courier services for the Department.		Undertaking secretarial and word processing support Maintaining postal and courier services	None
<b>Create an excellent council</b>	Finance: Procurement	Corporate	Implement Category Management in Procure to Pay (P2P) Identify areas of responsibility for teams and allocate categories Benchmark existing service against external comparators Baseline service, identify set of outputs to be measured		
<b>Create an excellent council</b>	Finance: Procurement	Corporate	Identify New Contracts Renewal of existing Contracts	Run aggregated demand reports Review Contracts Register	% of Contacts renewed on time
<b>Create an excellent council</b>	Finance: Procurement		Achieve Savings Targets	Produce and Process targets timetable Agree Strategic and Operational Procurement Groups' timetables	Actual savings against targets
<b>Create an excellent council</b>	Finance: Procurement		Centralise all Non-catalogue Procurement Develop Electronic Procurement	Process map all non-system procurement, develop and implement centralisation plan Explore 'e' Sourcing solutions	% of orders on system % of orders through catalogues/contracts
<b>Create an excellent council</b>	Finance: Procurement		Develop Shared Services/ Collaboration  Develop and Implement Training Plan	Active role within Merseyside Procurement Group/Centre of Excellence Forums Identify Skills gap and produce plan	Training achieved against plan

Corporate objective	Dept/ Service	Delivery area	Key projects	Routine activity	PIs
Create an excellent council	Finance: Payments	Corporate	Centralise all payments  Pay invoices on time  Pay all invoices through BACS Develop 'e' Payments	Process map all payment activity, produce plan and implement Process invoices Contact all creditors to transfer cheque payments to BACS Scope 'p' Cards, self billing, intelligent scanning, produce strategy and implement	Meet plan timescales  Pay within 30 days or terms (Best Value Performance Indicator (BVPI 8) % BACS payments against cheque payments Progress against strategy timetable
Create an excellent council	Change	Agile Working Strategy	Inspectors	Change management methodology	
			Bursars	Project management methodology	
		Transport Review	Review of staffing	Support service improvement	
			Review of accommodation	Promote modernisation	
			Goods and equipment		
			Procurement		
		Support Services Review	Payments to staff		
			Recruitment		
			Post & Print??		
		Democratic Services Review	System implementation		
			Training		