



MIDLANDS SERVICE CENTRE

BUSINESS PLAN 2003/2004

Date: March 2003

SECTION 1 – INTRODUCTION

The Midlands Service Centre was established in April, 1999 following the re-organisation of CPS into 42 Areas.

The Service Centre provides various administrative services (i.e., Personnel, Finance, FM, Equality & Diversity and Training) and advice to 745 customers across the following four CPS Areas:-

- **CPS West Midlands**

- Birmingham TU/CJU
- Coventry TU/CJU
- Wolverhampton TU
- Black Country CJU's
- 6 police based Glidewell Units
 - Brierley Hill
 - Halesowen
 - Solihull
 - West Bromwich
 - Bournville Lane
 - Walsall

- **CPS Staffordshire**

- South Staffordshire Branch
- Newcastle-under-Lyme Branch

- **CPS West Mercia**

Hereford & Worcestershire

- Droitwich TU/CJU – based in Droitwich
- Shropshire TU/CJU – based in Shrewsbury

- **CPS Warwickshire**

- Warwickshire TU/CJU – Leamington Spa

The Service Centre is managed by Irene Borrill and currently employs 23 staff across 4 teams.

SECTION 2 – OBJECTIVES, PRIORITIES AND DELIVERY OF PSA TARGETS

The three PSA targets are:-

- Narrowing the Justice Gap
- Improving Public Confidence
- Value for Money

2.1 Improving Public Confidence

WITNESSES

- | | |
|-----------------|--|
| Objective | - Engage with and provide services to witnesses. |
| High Risk | - Late and inaccurate provision of information from Areas and witnesses. |
| Countermeasures | - Put in place SLA with targets (April 2003).
- Monitor compliance with SLA targets, identify poor performance and produce management reports (monthly from April 2003).
- Post payment checking (immediate).
- Training for Service Centre staff (mentoring new staff and ensuring all staff notified of changes). |

FINANCE

- | | |
|-----------------|--|
| Objective | - Provision of a payment system for Areas. |
| High Risk | - Unreliability of current Ross system. |
| Countermeasures | - Business Continuity Plan (April 2003).
- Partnership arrangements with other Service Centres for local Ross problems (immediate)
- Identify urgent/high priority payments for processing in a manual system in case of a system failure (immediate if required). |

PAYMENTS

- Objective - To process payments (invoices/counsel/agents) within agreed timescales.
- High Risks - Unreliability of Ross (as previously discussed).
- Late and inaccurate information from Areas.
- Countermeasures - Awareness training (mentoring new staff and developing ownership)
- Late payment reviews and management reports to Areas from HQ performance figures (monthly-April 2003)

(These countermeasures only have a limited impact on the risks/real issue is that Areas regard payment of invoices as a low priority).

PAY

- Objective - Provision of payroll systems to Areas so as to enable the recruitment and retention of competent staff.
- High Risks - Late and inaccurate information from Areas.
- Lack of experienced Service Centre staff.
- Delay in processing by HQ.
- Countermeasures - SLA with HQ (April 2003).
- SLA with Areas (April 2003).
- Monitoring and reporting back on poor performance.
- Monitor adherence with SLA targets (after each exercise).

2.2 Value for Money

RECRUITMENT

- Objective - Run recruitment exercises in accordance with laid down policies to meet the increased demand for staff.
- High Risks - Need for speed overrides willingness to conform with laid down policies.
- Lack of Service Centre resources to meet demands.
- Lack of suitable recruits/lowering of standards.
- Countermeasures - Use of provisional/casual appointments to meet needs (immediate as and when required).
- Realistic/competent sift practices (immediate)
- Switch/review Service Centre resources to recruitment (immediate and constant).

CO-LOCATION

- Objective - Provide advice and support on co-location in respect of the CJU/TU and charging initiatives.
- High Risks - Increased demand for assistance in a short timescale when resources are not available to meet this.
- Lack of clarity on what is needed (moving targets/changing demands).
- Countermeasures - Agree annual co-location plans with Areas (April 2003)/
- Formal change procedures for co-location plans (April 2003).
- Service Centre Managers to set up forum for staff engaged on Facilities Management so as to share knowledge and best practice (June 2004).

PREMISES

- Objective - Provide help and advice to enable Areas to meet requirements of DDA and Health and Safety regulations.
- High Risks - Lack of expertise.
- Areas do not ask for help and advice.
- Countermeasures - Provide training for staff (as and when required).
- Raise Area awareness (regular monthly bulletins).
- Carry out programme of assessments of premises (bi-annually – July 2003).

SECTION 3 – SUMMARY OF TARGETS

SECTION 4 – CASELOAD VOLUMES

Not applicable.

SECTION 5 – BUDGET

Please see Annex E.

**SECTION 6 – PROFILES OF STAFFING AND NON-RING FENCED
ADMINISTRATION SPENDING 2003/2004**

See Annex F.

STAFF PROFILES AND NON-RING FENCED ADMINISTRATION COSTS

Staff in Post 2003-04

AREA / SERVICE CENTRE

S04Midlands SC

Permanent staff

		Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	
Staff Group	Band/Level	Using full time equivalent (not headcount) figures insert your best estimate of PERMANENT staff in post each month end until the end of the financial year												Staff Years
CCP	CCP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawyers	Level E	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawyers	Level D	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawyers	Level C2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawyers	Level C1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawyers	Level B	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawyers	Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SCS	SCS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level E	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level D	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level B3	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Admin	Level B2	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.6
Admin	Level B1	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Admin	Level B	8.0	8.0	8.0	8.0	8.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	8.6
Admin	Level A2	13.4	13.4	13.4	13.4	13.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	14.6
Admin	Level A2 (PS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level A1	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7
Admin	Level A1 (T)	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Admin	Level A	17.8	17.8	17.8	17.8	17.8	19.8	19.8	19.8	19.8	19.8	19.8	19.8	19.0
Admin	Admin Total	25.8	25.8	25.8	25.8	25.8	28.8	28.8	28.8	28.8	28.8	28.8	28.8	27.6
All Staff	Total	25.8	25.8	25.8	25.8	25.8	28.8	28.8	28.8	28.8	28.8	28.8	28.8	27.6

Casual staff

		Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	
Staff Group	Band/Level	Using full time equivalent (not headcount) figures insert your best estimate of CASUAL staff in post each month end until the end of the financial year												Staff Years
Lawyers	Level C	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawyers	Level B	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level B1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level A2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level A2 (PS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level A1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Admin	Level A1 (T)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
All Staff	Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Average Payroll Cost 2003-04*

AREA / SERVICE CENTRE

S04Midlands SC

Permanent staff

Staff Group	Band/Level	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	Annual cost of one post
Each monthly figure should represent the AVERAGE monthly costs in this business unit of employing ONE permanent member of staff in the grade														
CCP	CCP	0	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level E	0	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level D	0	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level C2	0	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level C1	0	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level B	0	0	0	0	0	0	0	0	0	0	0	0	0
SCS	SCS	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level E	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level D	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level B3	3,266	3,266	3,266	3,266	3,380	3,380	3,380	3,380	3,380	3,380	3,380	3,380	40,104
Admin	Level B2	2,497	2,497	2,497	2,497	2,585	2,585	2,585	2,585	2,585	2,585	2,585	2,585	30,668
Admin	Level B1	2,227	2,227	2,227	2,227	2,305	2,305	2,305	2,305	2,305	2,305	2,305	2,305	27,348
Admin	Level A2	1,116	1,116	1,116	1,116	1,155	1,155	1,155	1,155	1,155	1,155	1,155	1,155	13,704
Admin	Level A2 (PS)	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A1	1,088	1,088	1,088	1,088	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	13,360
Admin	Level A1 (T)	1,268	1,268	1,268	1,268	1,312	1,312	1,312	1,312	1,312	1,312	1,312	1,312	15,568

Casual staff

Staff Group	Band/Level	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	Annual cost of one post
Each monthly figure should represent the AVERAGE monthly costs in this business unit of employing ONE Casual member of staff in the grade														
Lawyers	Level C	0	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level B	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level B1	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A2	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A2 (PS)	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A1	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A1 (T)	0	0	0	0	0	0	0	0	0	0	0	0	0

(* nb. Includes everything but overtime, agents, agency and Saturday allowance costs.)

STAFF PROFILES AND NON-RING FENCED ADMINISTRATION COSTS

OTHER ADMINISTRATION COSTS 2003-04

AREA / SERVICE CENTRE

S04Midlands SC

Payroll Allowances

		Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	
Lawyer	Saturday Allowance	0	0	0	0	0	0	0	0	0	0	0	0	0
Lawyer	Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Overtime	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Total		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000

Agents & Agency costs

		Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	
Number of half day lawyer sessions		0	0	0	0	0	0	0	0	0	0	0	0	0
Cost of half day lawyer session*		0	0	0	0	0	0	0	0	0	0	0	0	0
Total cost half day lawyer sessions		0	0	0	0	0	0	0	0	0	0	0	0	0
Number of full day lawyer sessions		0	0	0	0	0	0	0	0	0	0	0	0	0
Cost of full day lawyer session*		0	0	0	0	0	0	0	0	0	0	0	0	0
Total cost full day lawyer sessions		0	0	0	0	0	0	0	0	0	0	0	0	0
Total cost of lawyer sessions		0	0	0	0	0	0	0	0	0	0	0	0	0
Number of days agency temp		42	38	0	0	0	0	0	0	0	0	0	0	80
Cost per day of agency temp		72	72	0	0	0	0	0	0	0	0	0	0	12
Total cost of Agency Temps		3,024	2,736	0	0	0	0	0	0	0	0	0	0	5,760
Total		3,024	2,736	0	0	0	0	0	0	0	0	0	0	5,760

(*nb excluding HCA sessions)

Non Staff Costs

		Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	
Estimate of non staff costs		5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,792	5,800	69,512

STAFF PROFILES AND NON-RING FENCED ADMINISTRATION COSTS

Payroll Costs 2003-04

AREA / SERVICE C

S04Midlands SC

Permanent staff

Staff Group	Band/Level	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04
		SIP multiplied by Average Payroll Cost											
CCP	CCP	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level E	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level D	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level C2	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level C1	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level B	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Total	0	0	0	0	0	0	0	0	0	0	0	0
SCS	SCS	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level E	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level D	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level B3	3,266	3,266	3,266	3,266	3,380	3,380	3,380	3,380	3,380	3,380	3,380	3,380
Admin	Level B2	7,491	7,491	7,491	7,491	7,755	10,340	10,340	10,340	10,340	10,340	10,340	10,340
Admin	Level B1	8,908	8,908	8,908	8,908	9,220	9,220	9,220	9,220	9,220	9,220	9,220	9,220
Admin	Level B	19,665	19,665	19,665	19,665	20,355	22,940	22,940	22,940	22,940	22,940	22,940	22,940
Admin	Level A2	14,954	14,954	14,954	14,954	15,477	17,787	17,787	17,787	17,787	17,787	17,787	17,787
Admin	Level A2 (PS)	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A1	4,026	4,026	4,026	4,026	4,166	4,166	4,166	4,166	4,166	4,166	4,166	4,166
Admin	Level A1 (T)	888	888	888	888	918	918	918	918	918	918	918	918
Admin	Level A	19,868	19,868	19,868	19,868	20,562	22,872	22,872	22,872	22,872	22,872	22,872	22,872
Admin	Admin Total	39,533	39,533	39,533	39,533	40,917	45,812	45,812	45,812	45,812	45,812	45,812	45,812
All Staff	Total	39,533	39,533	39,533	39,533	40,917	45,812	45,812	45,812	45,812	45,812	45,812	45,812

Casual staff

Staff Group	Band/Level	Apr-03	May-03	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04
		SIP multiplied by Average Payroll Cost											
Lawyers	Level C	0	0	0	0	0	0	0	0	0	0	0	0
Lawyers	Level B	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level B1	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A2	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A2 (PS)	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A1	0	0	0	0	0	0	0	0	0	0	0	0
Admin	Level A1 (T)	0	0	0	0	0	0	0	0	0	0	0	0
All Staff	Total	0	0	0	0	0	0	0	0	0	0	0	0

CENTRE

Total Cost
0
0
0
0
0
0
0
0
0
0
40,104
110,099
109,392
259,595
199,804
0
49,432
10,898
260,133
519,728
519,728

Total Cost
0
0
0
0
0
0
0
0
0

STAFF PROFILES AND NON-RING FENCED ADMINISTRATION COSTS

AREA / SERVICE CENTRE
S04Midlands SC

Final Summary Costs 2003-04			Budget Baseline		610000	
CCP	CCP	CCP	Total SIP	Average Staff Cost	Total Staff Cost	% of Total Budget
Lawyers	Permanent	Level E	0.0	0	0	0.0%
Lawyers	Permanent	Level D	0.0	0	0	0.0%
Lawyers	Permanent	Level C2	0.0	0	0	0.0%
Lawyers	Permanent	Level C1	0.0	0	0	0.0%
Lawyers	Permanent	Level B	0.0	0	0	0.0%
Lawyers	Casual	Level C1	0.0	0	0	0.0%
Lawyers	Casual	Level B	0.0	0	0	0.0%
Lawyers	Saturday Allowance				0	0.0%
Lawyers	Overtime				0	0.0%
Lawyers	Cost of Agents				0	0.0%
Lawyers	Total	Total	0.0			0.0%

			Budget		0	
CCP	CCP	CCP	Total SIP	Average Staff Cost	Total Staff Cost	% of Total Budget
Lawyers	Permanent	Level E	0.0	0	0	#DIV/0!
Lawyers	Permanent	Level D	0.0	0	0	#DIV/0!
Lawyers	Permanent	Level C2	0.0	0	0	#DIV/0!
Lawyers	Permanent	Level C1	0.0	0	0	#DIV/0!
Lawyers	Permanent	Level B	0.0	0	0	#DIV/0!
Lawyers	Casual	Level C1	0.0	0	0	#DIV/0!
Lawyers	Casual	Level B	0.0	0	0	#DIV/0!
Lawyers	Saturday Allowance				0	#DIV/0!
Lawyers	Overtime				0	#DIV/0!
Lawyers	Cost of Agents				0	#DIV/0!
Lawyers	Total	Total	0.0		0	#DIV/0!

SCS	Permanent	SCS	0.0	0	0	0.0%
Admin	Permanent	Level E	0.0	0	0	0.0%
Admin	Permanent	Level D	0.0	0	0	0.0%
Admin	Permanent	Level B3	1.0	40,104	40,104	6.6%
Admin	Permanent	Level B2	3.6	30,668	110,099	18.0%
Admin	Permanent	Level B1	4.0	27,348	109,392	17.9%
Admin	Casual	Level B1	0.0	0	0	0.0%
Admin	Total	Level B	8.6		259,595	42.6%
Admin	Permanent	Level A2	14.6	13,704	199,804	32.8%
Admin	Permanent	Level A2 (PS)	0.0	0	0	0.0%
Admin	Permanent	Level A1	3.7	13,360	49,432	8.1%
Admin	Permanent	Level A1 (T)	0.7	15,568	10,898	1.8%
Admin	Casual	Level A2	0.0	0	0	0.0%
Admin	Casual	Level A2 (PS)	0.0	0	0	0.0%
Admin	Casual	Level A1	0.0	0	0	0.0%
Admin	Casual	Level A1 (T)	0.0	0	0	0.0%
Admin	Total	Level A	19.0		260,133	42.6%
Admin	Admin Total	Admin Total	27.6		519,728	85.2%
Admin	Overtime				15,000	2.5%
Admin	Agency Temps				5,760	0.9%
All Staff	Total	Total	27.6		540,488	88.6%

SCS	Permanent	SCS	0.0	0	0	#DIV/0!
Admin	Permanent	Level E	0.0	0	0	#DIV/0!
Admin	Permanent	Level D	0.0	0	0	#DIV/0!
Admin	Permanent	Level B3	0.0	0	0	#DIV/0!
Admin	Permanent	Level B2	0.0	0	0	#DIV/0!
Admin	Permanent	Level B1	0.0	0	0	#DIV/0!
Admin	Casual	Level B1	0.0	0	0	#DIV/0!
Admin	Total	Level B	0.0		0	#DIV/0!
Admin	Permanent	Level A2	0.0	0	0	#DIV/0!
Admin	Permanent	Level A2 (PS)	0.0	0	0	#DIV/0!
Admin	Permanent	Level A1	0.0	0	0	#DIV/0!
Admin	Permanent	Level A1 (T)	0.0	0	0	#DIV/0!
Admin	Casual	Level A2	0.0	0	0	#DIV/0!
Admin	Casual	Level A2 (PS)	0.0	0	0	#DIV/0!
Admin	Casual	Level A1	0.0	0	0	#DIV/0!
Admin	Casual	Level A1 (T)	0.0	0	0	#DIV/0!
Admin	Total	Level A	0.0		0	#DIV/0!
Admin	Admin Total	Admin Total	0.0		0	#DIV/0!
Admin	Overtime				0	#DIV/0!
Admin	Agency Temps				0	#DIV/0!
All Staff	Total	Total	0.0		0	#DIV/0!

	Total Cost	% of Total Budget
Non Staff Costs	69,512	11.4%
Total Expenditure	610,000	100.0%
Variance on Budget	0	0.0%

	Total Cost	% of Total Budget
Non Staff Costs	0	#DIV/0!
Total Expenditure	0	#DIV/0!
Variance on Budget	0	#DIV/0!

KEY RISKS TO ACHIEVEMENT OF PSA TARGETS 2003-2004

AREA/ SERVICE CENTRE:

S04 Midlands

Please show below the five principal risks you have identified to delivery of PSA targets during 2003/04

A	B	C	D	E	F	G	H
No.	Risk	Owner	Likelihood/ Impact (H,M,L)	Existing Countermeasures	Risk Assessment Effectiveness and Sufficiency of countermeasures	Risk Status (red, amber, green)	Proposed Countermeasures (With action/review dates)
1	Unreliability of Ross system.	Lisa Douglas Head of Finance	High/High	Business Continuity Plan Partnership with S/Centres Identify urgent priority payments	This would supply short term cover only. This is for local Ross/server problems only. Prioritise those payments for manual cheques.	Amber	Business Continuity Plan to be done in April 2003. Permanent arrangement to alternative system. Ongoing.
2	Health and Safety - Lack of expertise in the Service Centre and Areas not asking for help.	Tony Moore FM Manager	Medium/High	Provide training for staff. Raise Area awareness. Conduct unannounced H & S checks.	Effective and up to date. Effective but required frequently and ongoing. Effective if reports acted on by Areas.	Amber	Constant and ongoing. Bulletins to be sent more frequently. Checks to continue bi-annually.
3	Unable to recruit suitable staff quickly.	Jim Williams Head of Personnel	Medium/High	Co-ordinate with other S/Centres and HQ. Realistic/competent sift practice. Switch/review S/C resources.	Effective and ongoing. Effective however partly dependant on Areas. Effective if timescales are realistic.	Amber	Management info to Areas on board results - ongoing. Recruitment request forms for Areas - ongoing. Timetables produced and adhered to - ongoing.
4	Non-retention of staff.	Jim Williams Head of Personnel	High/High	Close liaison with Areas improved working conditions training and induction.	Effective however partly dependant on Areas. Effective however dependant on Areas.	Amber	Closer liaison with Areas. Analysis of Exit Reports - as required.
5	Non payment of invoices	Lisa Douglas Head of Finance	Medium/High	Late Payment Report to Areas. Monitoring backlogs. Awareness training for S/C staff.	Effective only if acted upon by Areas. Effective. Effective.	Amber	Awareness training for the Areas. Continue to review backlogs - ongoing.

SECTION 5: 2003-04 ADMINISTRATION COSTS BUDGET

ANNEX E

AREA NO: 35

AREA NAME: MIDLANDS

Details of Area Allocation Decisions

Total Prosecution Costs:	£0
Total Ring Fenced Running Costs	£610,000
Total Capital	£0

£0

SECTION 5: 2003-04 ADMINISTRATION COSTS BUDGET

ANNEX E

AREA NO.:

AREA NAME:

Details of Area Allocation Decisions

Total Prosecution Costs:	£0
Total Ring Fenced Running Costs	£0
Total Capital	£0

£0

SECTION 5: 2003-04 ADMINISTRATION COSTS BUDGET

ANNEX E

AREA NO:

AREA NAME: SERVICE CENTRE

Details of Area Allocation Decisions

Total Prosecution Costs:	£0
Total Ring Fenced Running Costs	£0
Total Capital	£0

£0
£0

SECTION 5: 2003-04 ADMINISTRATION COSTS BUDGET

ANNEX E

AREA NO.:

AREA NAME:

Details of Area Allocation Decisions

Total Prosecution Costs:
Total Ring Fenced Running Costs
Total Capital

£0

|

SECTION 5: 2003-04 ADMINISTRATION COSTS BUDGET

ANNEX E

AREA NO:

AREA NAME:

Details of Area Allocation Decisions

Total Prosecution Costs:	£0
Total Ring Fenced Running Costs	£0
Total Capital	£0

£0

SECTION 5: 2003-04 ADMINISTRATION COSTS BUDGET

ANNEX E

AREA NO:

AREA NAME:

Details of Area Allocation Decisions

Total Prosecution Costs:	£0
Total Ring Fenced Running Costs	£0
Total Capital	£0

£0

SECTION 5: 2003-04 ADMINISTRATION COSTS BUDGET

ANNEX E

AREA NO:

AREA NAME:

Details of Area Allocation Decisions

Total Prosecution Costs:
Total Ring Fenced Running Costs
Total Capital

£0