QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy Directorate**

SERVICE: **Exchequer and Customer Services**

PERIOD: **Quarter 4 to period end 31st March 2008.**

1.0 INTRODUCTION

This Monitoring Report covers the Exchequer and Customer Services fourth quarter period up to year end 31st March 2008. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period, which will be made available in due course, has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

The way in which traffic light symbols have been used to reflect progress is explained within Appendix 5.

2.0 KEY DEVELOPMENTS

There are no key developments to be reported at this time.

3.0 EMERGING ISSUES

There are no emerging issues to be reported at this time.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	10		9		0		1

Only one of the key objectives for the service, relating to a new system in respect of mobile working, has failed to progress as planned. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	2		1		0		1

Of the two remaining objectives for the service one, concerning the introduction of a white mail workflow management system, has failed to progress as planned and further details are included within Appendix 2.

5.0 SERVICE REVIEW

There have been no service reviews during the period.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	7		5		0		2

Two of the key performance indicators for the service have marginally failed to achieve their target. However all indicators have shown a level of performance that has been sustained (2) or improved (5) over the previous year with the majority attaining a level of performance within the top quartile band of all authorities. Additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	-		-		-		-

There are no other performance indicators to be reported for the service.

7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA Targets related to the service.

8.0   RISK CONTROL MEASURES

During the production of the 2007-08 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

None of the Key Service Objectives for this service were assessed as having associated High Risk, there is no progress to report.

9.0   PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

During 2006 / 07 the service was required to undertake an Equality Impact Assessment. Progress against any actions identified during that assessment with associated High priority, is to be reported in the quarterly monitoring report in quarters 2 and 4.

No actions have been identified as high priority for the service.

10.0   APPENDICES

Appendix 1 - Progress against Key Objectives/ Milestones
Appendix 2 - Progress against 'other' Objectives/ Milestones
Appendix 3 - Progress against Key Performance Indicators
Appendix 4 - Debtor Summary Statistics
Appendix 5 - Use of traffic light symbols

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone (s)	Progress Quarter 4	Commentary
ECS O1	Provide customers with open, accessible and accountable services through a single point of contact and explore and progress the opportunities to work in partnership with other agencies and bodies	Implement and develop a work plan in partnership with ICT to develop the new in-house CRM system to provide Directorates with key business data. **April – March 2008**		The new CRM system is now in place and Customer Services together with ICT are now evaluating all the options and technologies that are available to ensure that any future development is sustainable in rolling out a Desktop version of the CRM
		Implement the Emergency Duty Team monitoring system (HBC in partnership with St Helens) **May 2007**		The EDT partnership went live at the end of September 2007
ECS O2	To enhance the operational performance and delivery of the Revenues and Benefits service by extending the current use of ICT capabilities.	Further roll out of Home-working across the Department **September 2007**		A number of Visiting Officers are now home based. Additional staff have been identified that wish to take advantage of the scheme and plans are in place to extend this facility.
		Implement new system for mobile working in Benefits and determine opportunities for using the system in Revenues **June 2007**		As reported previously the implementation of this objective has been delayed as a result of software related issues. However as can be seen later in this report there has been no detrimental impact upon key performance within revenues and benefits.
		Examine implications of adopting the DWP initiative to receive Electronic Benefit Claims from Customers and determine policy **June 2007**		This project is still active but further work is required, and is ongoing, from our software supplier to accept the data into the Benefits system

Service Plan Ref.	Objective	Key Milestone (s)	Progress Quarter 4	Commentary
ECS O3	To systematically acquire and utilise intelligence to inform the ongoing delivery of procurement related activity and through information and skills transfer increase and strengthen organisational capabilities.	Develop a work programme that examines major areas of spend across the Council **April 2007**		The comprehensive analysis of Council spend has been completed and disseminated. Ongoing work is being carried out to cleanse/reclassify data into correct categories of spend.
		Develop and implement a Procurement Training Plan designed to improve procurement practices for those officers responsible for the procurement of goods and services **September 2007**		A number of training sessions have been held and have been well received. Future requirements are being are being considered
		Report findings and recommendations to Business Efficiency PPB **October 2007**		Spend Analysis is now being looked at by a Business Efficiency PPB Topic Group and areas of spend are being identified to look at ways of finding savings and efficiencies.
		Roll out the arrangements for document imaging for invoices across all directorates **April - Oct 2007**		All Invoices for a Corporate & Policy and a number of corporate contract invoices are scanned and matched in Catalyst House. Plans are being formulated to include other Directorates.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES (Exchequer & Customer Services)

Progress against 'other' objectives

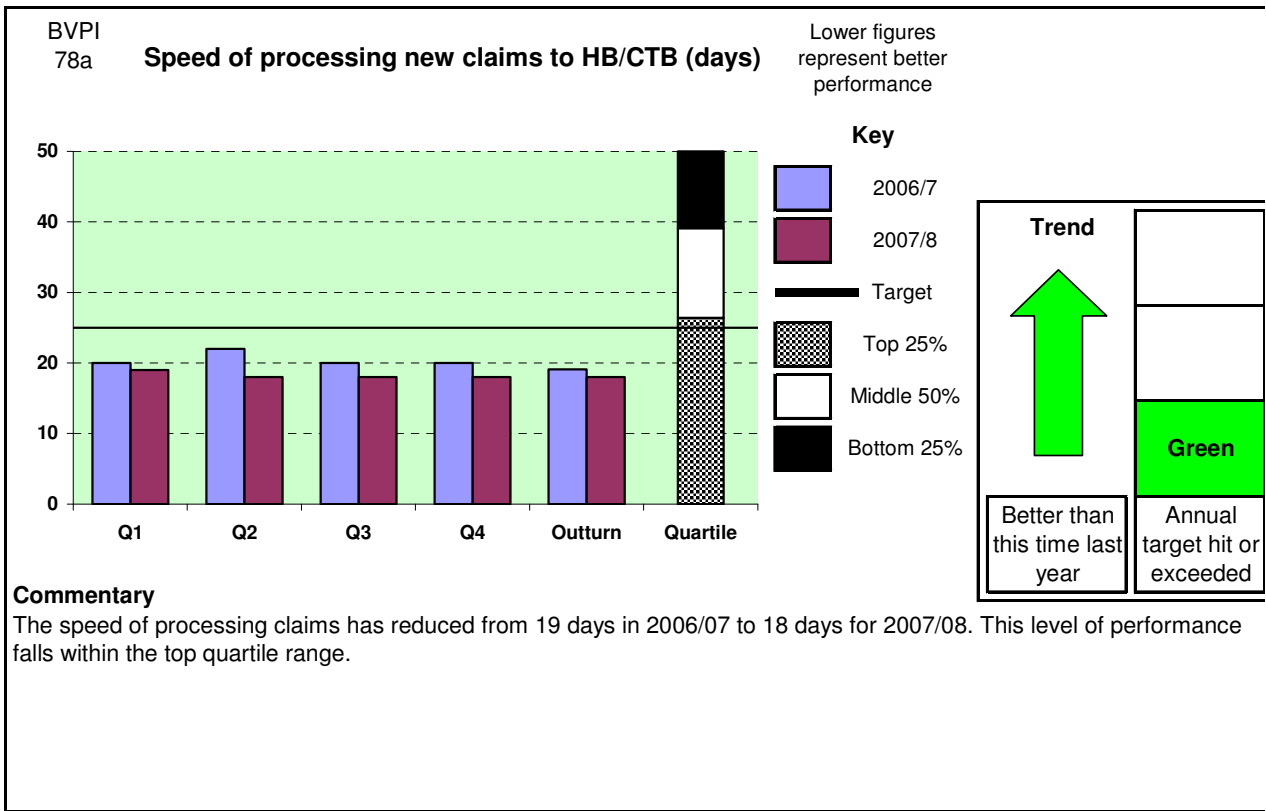| Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
ECS O4	To further enhance customer focus and service provision by integrating ICT solutions and working with other partners and agencies	Produce Volumetric data by integrating the CRM system and linking the data with other sources enableing the Council to make better use of its resources to improve service delivery to the customer **July 2007**		This objective was initially delayed whilst resources were deployed in developing the new in-house CRM system. Progress has now been made in this area with the ability to present certain information spatially Further work is being undertaken to establish the Council's requirements for information.
		Develop with ICT a workflow management system in order that all white mail can be dealt with through the new CRM system, this would achieve savings across the council **December 2007**		There has been some delay in fully completing this objective with ICT presently looking at alternative technologies to take the project forward. Pilots, undertaken in Integrated Children's Service and Planning, to develop an electronic document management solution are currently being evaluated.

APPENDIX TWO – PROGRESS AGAINST 'OTHER' OBJECTIVES/ MILESTONES (Exchequer & Customer Services)

BVPI 8 — Percentage of invoices paid on time

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Chart categories: Q1, Q2, Q3, Q4, Outturn, Quartile

Trend: Same as this time last year

Red — Annual target missed

Commentary

Although marginally below targetted level of 98% end of year performance of 97% is at the same level as last year and falls within the top quartile range. The breakdown of Directorate performance is as follows:-

Corporate & Policy 97% - Children & Young People 93% - Environmental 99% - Health & Community 97%

BVPI 9 — Percentage of Council Tax collected

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Chart categories: Q1, Q2, Q3, Q4, Outturn, Quartile

Trend: Better than this time last year

Red — Annual target missed

Commentary

Although marginally below targetted level of 96.8% performance over the year of 96.41% shows an increase over the 95.96% collection rate achieved during 2006/07.

**APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS
(Exchequer & Customer Services)**

BVPI 10 — Percentage of non-domestic rates collected

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Chart (values approximate):

	Q1	Q2	Q3	Q4	Outturn	Quartile
2006/7	34	62	90	99	99	
2007/8	33	61	90	100	100	

Trend

Same as this time last year

Green — Annual target hit or exceeded

Commentary

Overall collection rate of 99.83% is very similar to the 99.84% of NDR collected during 2006/07 and performance against this indicator falls within the top quartile range.

BVPI 78a — Speed of processing new claims to HB/CTB (days)

Lower figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Chart (values approximate):

	Q1	Q2	Q3	Q4	Outturn
2006/7	20	22	20	20	19
2007/8	19	18	18	18	18

Trend

Better than this time last year

Green — Annual target hit or exceeded

Commentary

The speed of processing claims has reduced from 19 days in 2006/07 to 18 days for 2007/08. This level of performance falls within the top quartile range.

**APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS
(Exchequer & Customer Services)**

Speed of processing changes of circumstances to HB/CTB (days)

Lower figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Q1 Q2 Q3 Q4 Outturn Quartile

Trend

Same as this time last year

Annual target hit or exceeded

Green

Commentary

Performance against this indicator has been sustained at 5 days from 2006/07 and falls within the top quartile range.

Accuracy of HB/CTB claims (%)

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Q1 Q2 Q3 Q4 Outturn Quartile

Trend

Same as this time last year

Annual target hit or exceeded

Green

Commentary

2007/8 performance reamains in the top quartile. 100% accuracy has been maintained which reflects both the effectiveness of training and induction arrangements and the professionalism of benefits staff.
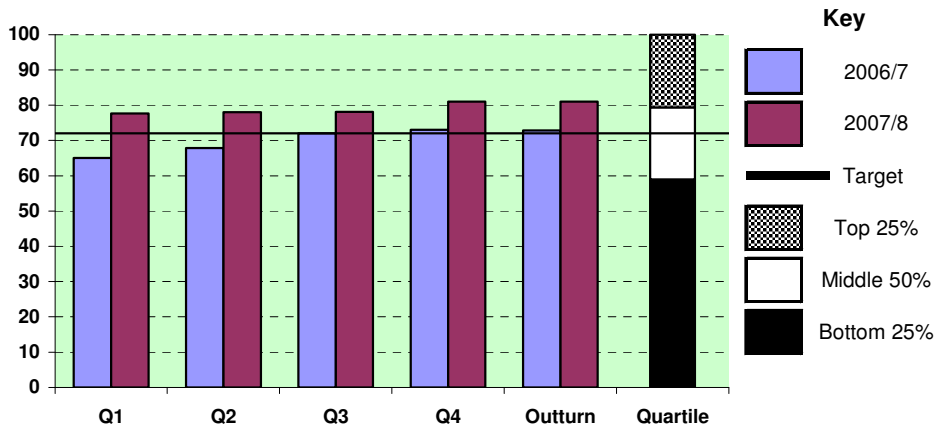
APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS (Exchequer & Customer Services)

BVPI 79bi

Housing benefit overpayments recovered as a % deemed recoverable

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Chart x-axis: Q1, Q2, Q3, Q4, Outturn, Quartile

Trend

Better than this time last year

Green

Annual target hit or exceeded

Commentary

2007/08 performance of 81% has both exceeded target (72%) and performance over the previous year. Again performanc for this indicator falls into the top quartile range.

APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS (Exchequer & Customer Services)

Debtor Summary Statistics – Year End 31ˢᵗ March 2008

	Debtors	Social Services	Total	% Recovery
Arrears B/Fwd	6,465,509	797,604	7,263,113	
Debit to date	20,186,748	4,193,357	24,380,105	
Credit Notes	-1,821,513	-207,335	-2,028,848	
Write Offs	-312,394	-263,256	-575,650	
Total Debit **	**24,518,350**	**4,520,370**	**29,038,720**	
Payments	-21,590,021	-3,700,785	-25,290,806	
Refunds	128,544	51,302	179,846	
Manual Adjustments	258,175	-44,700	213,475	
Total Receipts	**-21,203,302**	**-3,694,183**	**-24,897,485**	
Balance	**3,315,048**	**826,187**	**4,141,235**	**85.74%**
**Includes Debit raised in March (limited recovery possible)	2,358,133	210,926	2,569,059	
Balance	**956,915**	**615,261**	**1,572,176**	**94.59%**

**APPENDIX FOUR– DEBTOR SUMMARY STATISTICS
(Exchequer & Customer Services)**

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

		Objective	**Performance Indicator**
Green		Indicates that the objective has been achieved within the appropriate timeframe.	Indicates that the annual 06/07 target has been achieved or exceeded
Red		Indicates that that the objective has not been achieved within the appropriate timeframe.	Indicates that the annual 06/07 target has not been achieved.