

## **Annex 1**

# **FINANCE DEPARTMENT**

## **Annual Performance Monitoring Report** — **2005/06**



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<b>DEPARTMENTAL CORE PURPOSE</b>
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- 1 The main objective in the delivery of the Council's Statement of Intent where the Finance Department has a direct influence is "***To continuously improve services***". The Department contributes by focusing on:-
  - ◆ Handling customer claims effectively and efficiently and to their satisfaction whilst enabling accurate and timely payment of benefit to the right person.
  - ◆ Improving the resolution rate at first point of contact through all access channels
  - ◆ Stabilising the budget through medium term financial planning.
  - ◆ Putting in place an effective procurement strategy.
  - ◆ Equipping staff to deliver excellent services.
  
- 2 Other key drivers informing departmental priorities and future plans cover a number of areas including:
  - Local Public Service Agreements (cost effectiveness and speeding access to services).
  - Implementing the 1Business initiative.
  - Developing and extending the One Stop Shop and Call Centre concepts.
  - Actively managing the Merseyside Pension Fund.

**FOREWORD**

The financial year 2005/06 saw the Department consolidate its focus and resources into areas such as front line services, closure of the accounts as well as the support functions required by the department. I feel that we began to make progress on many fronts placing the authority in a strong position to not only secure the efficiency gains that will be required under the "Gershon" initiative but also address the change agenda and deliver appropriate services to our customers.

The department constantly reviews the contribution it plays in delivering new developments on behalf of the Council. At the heart of the Finance Department's approach to helping deliver the overall objectives of the Council is putting the customer first.

I want to take this opportunity to thank the members of the department, who actually carry out the tasks that reflect on the image of the Department both inside the Council and with external customers. Yet again they have provided a first class service on a daily basis and made some significant achievements:

- ✓ Our Fair Debt policy was short listed for the IRRV award for Excellence in Debt Management
- ✓ The Information and Advice Team were winners at the Call Centre Forum
- ✓ Retention of CPA top score of 4 for Benefits.
- ✓ The extension of services provided by the Corporate Call Centre.
- ✓ A consistently high collection of both Council Tax and NNDR.
- ✓ Improved turn round of Benefits processing times (PI's)
- ✓ The complement of a One Stop Shops has been completed.
- ✓ The role of the Corporate Procurement Unit is becoming embedded across the Council.
- ✓ A smooth implementation of the requirements under the Freedom of Information Act.
- ✓ Made a significant contribution to the developing 1Business initiative.
- ✓ Implementation of the Counter Fraud Strategy and investment in risk management training throughout the authority
- ✓ The consistent strong performance of the Pension Fund in line with its investment principles
- ✓ Customer Satisfaction Questionnaires report a high level of satisfaction with Audit service from a wide range of clients.

These are just some of the examples of how we are making a real impact for all the people of Wirral. This report details all our achievements over the past year, how we have actively contributed to the Council's corporate objectives and priorities and how we plan to build on these successes to further improve our services.

We believe that we can contribute to all departments across the Council to ensure they make best use of available resources.



**Director of Finance**

**OUR ACHIEVEMENTS IN RESPECT OF THE COUNCIL'S CORPORATE PLAN - How we made a difference for the people of Wirral last year in the following key council objectives**

The Finance Department plays a key role in supporting the functions of all the other services provided by the Council. In turn these Departments have a direct influence on the delivery of the service specific aspects of the Council's objectives. Whilst it is difficult to identify the Finance Department's contribution to any specific corporate objective, it clearly impacts in the area of "continuously improving services". This section describes the achievements in this area.

Our successes during the past year reflect the changes needed to continue the provision of high quality and cost effective services to the public. These can be summarised:

Customer Outcomes

- Expansion of services available through the Corporate Call Centre to enable easy more equitable access
- Expansion of One Stop Shop service through the Borough to ensure convenient, easy access to key service provision.
- Extensive work undertaken in implementing the 1Business initiative to ensure customers are put at the centre of our business.
- Recognition by winning the Information and Advice Team award at the Call Centre Forum
- In depth involvement with Technical Services to ensure an effective contract for the collection of waste and other streetscene services was delivered
- Reconfiguration of cashiers' function to enable a more effective service to be delivered to our customers

Finance and Resources

- Early closure of accounts so as to make information available sooner and facilitate more accurate budget and service planning.
- Implementation of revenue and capital budget monitoring regimes to ensure more robust information is available to managers.
- Continuously review and update pension fund investment strategies to safeguard the 37,000 pensioners and 66,500 not yet retired members of the fund.
- Preparation and delivery of training regarding the Money Laundering policy to ensure compliance with the Money Laundering and Proceeds of Crime Act

People and Partnerships

- Engaging employer representatives and fund managers in reviewing pension fund strategies to ensure returns are maximised.
- Progressing the development of joint working in One Stop Shops with partner agencies and community representatives
- Working together with Fujitsu to identify opportunities where change can be applied to working practices to facilitate better service delivery
- Ensuring that all senior managers received training in equality of opportunity assessment.

Processes

- Continuous review of identified risks and putting in place processes and procedures to minimise them to customers, partners and staff.
- Ensuring that the Merseyside Pension Fund operates at its peak through appropriate robust systems.

- One of a few local authorities to retain its “4 star” rating by the Audit Commission for its benefits service
- Significantly meeting the requirement to ensure services are “e-enabled” under the e-Government initiative.

## DEPARTMENTAL PERFORMANCE - TARGETS AND ACHIEVEMENTS OF 2005/2006

### Best Value Reviews/ Inspections

Appendix 1 is an analysis of the Best Value Review that have taken place in the Finance Department since 2001. In brief the key achievements highlighted are:

- Financial Management – progress in Accountancy and Research resulting in better and more efficient processes in both keeping the books of accounts, relevant financial support and the focused use of internal audit.
- Information Technology – progress in replacing hardware and implementing appropriate ICT support across the Council.
- Merseyside Pension Fund – the review has resulted in better reporting mechanism and communication methods with members.
- Procurement – the review instigated the creation of the Corporate Procurement Unit which is playing a full active role in delivering the efficiencies within purchasing activities within the Council.

### Best Value Performance Indicators (BVPs)/ Local Performance Service Agreements (LPSA's) – Summary

Best Value Performance Indicators are central government measures of performance. They measure our performance across a range of services and are designed to help us continuously improve our performance. Increasing importance is being attached to them in relation to the Comprehensive Performance Assessment regime.

The Finance department had 15 BVPs (3 of which were new) for the period 2005/06 full details of which can be found in Appendix 2. We improved our performance in 8 of these areas. Those areas where targets were not achieved will be the subject of close scrutiny in 2006/07.

In addition Appendix 2 also includes a number of local performance indicators that are used by management to inform its decision making and are particularly related to customer services. It should be noted that Wirral agreed an LPSA target with central government for improving access to public services to be achieved by having 95% of residential properties in the borough within one mile of a One Stop Shop or Information Point for the period up to 2007 (local indicator 2006). We set a target to achieve 73.6% by March 2006 which was actually achieved. The programme of opening One Stop Shops is now complete and the remainder of the target will be met through the implementation of plans to implement information points around the borough.

### Comprehensive Performance Assessment (CPA)

The CPA which was introduced in December 2002 changed its focus in 2005 to achievements and outcomes rather than the processes involved. The Code of Audit Practice launched by the Audit Commission on 1 April 2005 gave auditors a specific responsibility to scrutinise use of resources. The focus on the links between sound finances, strong management and good performance mean

examining the overarching financial and performance management framework rather than individual services.

There are strong links between the Corporate Assessments and the Use of Resources Assessment. The Corporate Assessment the ability to achieve covers both accountability and the effective use of resources. Accountability refers to the financial capacity and involves looking at the management arrangements (including those for risks), as well as the resources made available (from maximising income, the use of external funding and partnerships and reserves). The assessment of effectiveness, besides Value for Money, reviews links with the Council strategies for Human Resources, Asset Management and Procurement. The Department, therefore, had a key role to play in Use of Resource assessment.

The 2005 assessment scored the Use of Resources as a 2 and translates to 'meeting minimum requirements and adequate performance'. The assessment clearly places financial, asset and risk management and corporate governance as critical to the overall management of the Council and a responsibility of all those engaged in the provision of Council services. As such it is essentially a reflection of each departments performance in all the areas covered. Points of note were:

(i) Financial Reporting

The Audit of the Statement of Accounts for 2004/05 again produced an unqualified opinion and recognised the earlier completion of the accounts and the improvements in procedures and supporting documentation. The annual Audit letter made reference to the public interest report in respect of the Cheshire Lines Building.

(ii) Financial Management

The progress with the Medium Term Financial Plan, Capital Strategy and Asset Management Plan were recognised. A key area is that the Council manages performance against budgets. The overspend on Social Services in 2004/05 highlighted deficiencies in the reporting of variances and an absence of sufficiently robust action plans to prevent the variances from arising or to address issues where a deficit is forecast.

(iii) Financial Standing

The question as to whether the Council manages its spending within the available resources again produced a poor result as a consequence of the overspend within Social Services, as the actions taken in 2004/05 failed to stop a deterioration in the financial position.

(iv) Internal Control

The progress of risk management issues and the Statement of Internal Control were identified as strengths. However, the public interest report on Cheshire Lines highlighted weaknesses within the corporate governance of the Council.

(v) Value for Money

Strong focus upon reducing costs and the opportunities presented by service re-engineering show a commitment to achieving value for money and best value.

## **Change Programme**

The department recognises that to continue to provide excellent services for the people of Wirral we need to design our services and organise our systems to meet the needs of Wirral residents. In line with the plan to “re-engineer” a number of our services we have restructured the management arrangements in the One Stop Shops which is tangible proof of our commitment to this ongoing process.

During 2005/06 staff from the Department have played significant roles in developing and implementing the 1Business initiative. They recognise that this is not just dealing with the underlying IT systems but are managing change programmes to ensure that maximum benefit is derived from investment.

The department has also continued with its commitment to ensure that staff possess the computer literacy required to keep pace with changing technologies. This has been through progress in relevant European Driving Licence (ECDL) modules. The department recognises that efficiency in electronic communication, concepts of IT, word processing, spreadsheets is essential so that the skills of the workforce are aligned with current needs.

## **Investors in People/Charter Mark/Other standards**

In retaining its Investors in People accreditation in June 2004 the department committed to ensuring that the developmental needs of staff are recognised and training delivered so that everyone can contribute to the aims of the Council.

Similarly the Revenues, Benefits and Customer Services Division retains its prestigious Charter Mark award in recognition of their quality customer service. The Charter Mark is the Government’s award scheme to recognise and encourage excellence in public service. It is unique among quality schemes in that it concentrates on results – the service the customer actually receives. The Charter Mark standards are very challenging and it is increasingly seen as the definitive measure of a quality service.

## **Risk Management**

The department recognises the importance of controlling and managing the risks to our service objectives. The department maintains a Risk Register that records the major risks to the departmental objectives. All risks are identified and appropriate control measures put in place.

The Risk Register and the control measures that were identified are shown at Appendix 3. Overall, the department has effectively managed its risks during the past year but a number of key risks remain. For example the size and scope of the authority’s Change Programme is challenging and management capacity is constantly being stretched. The potential impact of this is the inability of the Council to deliver key initiatives. Accordingly this area of the Risk Register continues to form a major element of discussion and proactive intervention by the Departmental Management Team.

The ability to recruit and retain sufficient experienced and qualified staff to ensure that we carry out our duties in respect of collection of council tax, administration of benefits and maintaining the statutory books of accounts continues to be a challenge.



### **Community Engagement, Diversity, Human Rights and User Focus**

- We understand our local community by having forum meetings, briefings with voluntary sector organisations. We continuously seek user views through a variety of surveying methods
- Results of surveys have led to a change in access hours for our One Stop Shops and Call Centre. Indeed one of the key drivers for the opening of the Call Centre was as a result of Citizen Panel comments, expressing the telephone as preferable method of contact
- Regular liaison with groups such as the Wirral Voluntary Community Support Network help ensure that our services are appropriate and applicable to Wirral's' increasingly diverse population. Referrals to the Multi Cultural Centre support our delivery of service and the recent acquisition of an interpretation service further supports our ability to meet the needs of diversity and equality

### **Partnership Working**

- We continuously seek to expand our network of partnerships to support the needs of our mutual customers. This has seen increased working with the Primary Care Trusts, Inland Revenue Surgeries at the One Stop Shops and future working with the Voluntary Sector with the Call Centre
- We lead and influence our partnerships by actively encouraging them to work with us and help them to understand the corporate objectives and vision of the Council so that their future work can serve to enhance what the Council is delivering.
- Together with our partners we are working to achieve a seamless joined up service to benefit mutual groups of customers, to improve the lives of the vulnerable and by working with others maximise our ability to be socially inclusive.
- Priorities with partners are achieved through discussion and clarity of understanding of each others goals so that together they support achievement of over all targets to improve the well being of Wirral residents.
- Outcomes of partnership arrangements have seen more people attain and sustain employment. This has been achieved through our close links and co location with the Department of Work and Pensions.
- We survey through use of mystery shopping, on line questionnaires, exit interviews, telephone surveys etc and ask specific questions of our client groups to see if we are achieving improved outcomes for local people.

### **Management of resources and value for money**

The department recognises the importance of providing an effective and efficient financial service. The department continues to deliver its services within allocated budgetary limits. This is achieved through a combination of activities, such as, vacancy control, reviews of appropriate staffing structures and general budget management. Risk management measures and robust defence of insurance claims continues to increase repudiation rates and save resources.

**HOW WE PLAN TO FURTHER IMPROVE OUR SERVICES FOR WIRRAL PEOPLE IN 2006/07**

The Department set out its plans for the coming years in a report approved by the Finance and Management Select Committee on 30 January 2006. The Department will continue to contribute to the Council's overall objectives. In addition the Department has a support role to play in the following new key Council priorities areas:

- Children's and Young People's Services
- Community Safety
- Street Scene and Waste
- Customer focus and value for money
- User involvement and community engagement

The Finance Department direct input into these areas will be through the provision of advice and services at our One Stop Shops and Call Centre. Also, more indirectly, through ensuring that we make best use of the Council's resources through efficient procurement of goods and services, appropriate and timely expenditure and income claims and up to date information technology systems. The Department recognises that in providing these services it must demonstrate that it is adding value and furthering the aims of the Council.

## Progress against Best Value Reviews

<b>Financial Management</b>	Finance	<p>A Best Value review of Financial Management Services was completed and inspected in 2001. A range of actions took place to address the issues raised at the time of the review and further progress has been made:-</p> <p><b>Accountancy &amp; Research</b></p> <ul style="list-style-type: none"> <li>• Financial Planning; Three year plan reported annually to Cabinet to inform budget setting process.</li> <li>• Statement of Accounts; Earlier completion to assist with financial management.</li> <li>• Financial monitoring; Annual enhancements to processes to integrate the monitoring of revenue, capital and performance.</li> <li>• Insurance &amp; Risk; Strategy developed and benefits reflected in insurance contract renewals.</li> <li>• Special initiatives; Manuals and training provided in relation to grants.</li> <li>• Financial Systems; 1Business programme includes a new financial system.</li> <li>• Resources; Division restructured to provide improved departmental and corporate support.</li> </ul> <p><b>Internal Audit</b></p> <ul style="list-style-type: none"> <li>• Restructure, to enhance the profile of the Internal Audit Section has been implemented</li> <li>• The audit role in a number of key areas has been developed including assessment of Performance Indicator information</li> <li>• Role in reviewing compliance with Local Public Service Agreement</li> <li>• Ensure the Statement of Internal Control is completed</li> <li>• Involvement in the implementation of the risk management strategy</li> </ul>
<b>Information Technology</b>	Finance	<p>Since the reports to Select Committee in September 2002 and January 2003 further actions have taken place:</p> <ul style="list-style-type: none"> <li>• Installation and support of key hardware including effective management of major projects</li> <li>• Very low costs of procurement and generally reliable/effective major application systems</li> <li>• Significant recent improvement in the Council's web facilities and the approach to electronic service delivery</li> <li>• Highly profile application development in particular in the support for One Stop Shops and telephone teams together with associated web facilities</li> <li>• Recruiting to senior posts identified as part of the independent review of organisational structures for ICT support across the Council to support corporate priorities</li> <li>• Prioritising resources and development against agreed e-Government strategy</li> </ul>
<b>Merseyside Pension Fund</b>	Finance	<p>Service Improvement Plan was agreed for implementation by pensions Committee in January 2002 and regular monitoring reports are considered. The key service improvement areas have been:</p> <p>Investments</p> <ul style="list-style-type: none"> <li>• Improved reporting mechanisms and monitoring of investment targets</li> </ul>

		<ul style="list-style-type: none"> <li>• Improved the knowledge base of the committee through training</li> <li>• Overhaul and update compliance and internal control procedures</li> <li>• Improved communication of investment achievements to key stakeholders including through the website</li> </ul> <p>Administration</p> <ul style="list-style-type: none"> <li>• Development of information technology capability and application including the website</li> <li>• Enhance member communication and consultation</li> <li>• Implement and communicate changes to Scheme rules</li> <li>• Assist employers in dealing with first stage appeals under IDRPs regulations</li> <li>• Delivery of Funding Strategy Statement Develop training</li> </ul>
<p><b>Procurement</b></p>	<p>Finance</p>	<p><b>Key Achievements in 2005/06</b></p> <ul style="list-style-type: none"> <li>• SME Concordat approved</li> <li>• Training programme members &amp; officers</li> <li>• Review Corporate Procurement Strategy</li> <li>• Engage with NW centre for excellence</li> <li>• Contracts Register published</li> <li>• Procurement Website Live</li> <li>• 'How to do Business with the Council' guide published</li> <li>• First Gateway Review of strategic project (waste collection) commenced</li> <li>• Significant progress against National Strategy milestones</li> <li>• In excess of £1m savings through targeted contracts achieved</li> <li>• Development of e-Procurement within 1Business suite of programmes</li> </ul>

**CORPORATE OBJECTIVE: MEETING THE HOUSING NEEDS OF WIRRAL**

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
BVPI 76a	Housing Benefit and Council Tax Security: The number of claimants visited per 1000 caseload	189.67	230	252.27	Improved Above Target	255	260	265	Performance exceeded target as a result of temporary secondment of 2 visiting officers to fraud investigation team
BVPI 76b	Housing Benefit and Council Tax Security: The number of fraud investigators employed per 1000 caseload	0.22	0.25	0.24	Improved Below Target	0.27	0.27	0.27	Propose to increase staffing establishment to 10 (subject to approval). The impact of the team will then be evaluated before targets are revised
BVPI 76c	Housing Benefit and Council Tax Security: The number of fraud investigations per 1000 caseload	6.36	9	21	Improved Above Target	27	29	30	Target exceeded as a result of return of senior investigator from long term sick leave and temporary secondment of two visiting officers to fraud investigation team.
BVPI 76d	Housing Benefit and Council Tax Security: The number of prosecutions and sanctions per 1000 caseload	0.76	1.55	1.36	Improved Below Target	2.95	2.95	2.95	Revised targets based on new DWP performance standards criteria, aiming for a '3' score for fraud detection work within CPA. Targets beyond 2006/07 have not yet been set
BVPI 78a	Speed of processing: Average time for processing new claims.	30.52	28	25.1	Improved Above Target	25	22	20	Better use of management information and a rigorous checking regime has resulted in this improved performance. Targets for next year have been set cautiously due to the implementation of the new integrated revenues and benefits system
BVPI 78b	Speed of processing: Average time for processing notifications of	9.74	8	8.97	Improved Below Target	10	9	8	The target has been narrowly missed but we are still in the top quartile. There have been significant changes to the criteria for this PI and it has been difficult for staff.

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
	changes of circumstance.								<p>We have also concentrated resources on new claims. In spite of this we have done exceptionally well compared to other local (Merseyside) authorities.</p> <p>Targets for next year have been set cautiously due to the implementation of the new integrated revenues and benefits system</p>
BVPI 79a	Accuracy of processing: % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision	98.2%	98.5%	97.60%	Not Improved Below Target	98%	98.70%	99%	In order to preserve top quartile in other areas, it is inevitable that levels of accuracy will be difficult to maintain. There will be more checking on the teams next year which should address this but implementation of the new benefits system is likely to impact on this PI as staff familiarise themselves with it.
BVPI 79b(i)	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of all HB deemed recoverable over-payments during that period	N/A	50%	64.22%	N/A	65%	70%	75%	<p>New PI for 2005/06</p> <p>The contract with the debt collection agencies is now working well in respect of newer debts. There may be problems with the transfer to the integrated system which is reflected in the target for next year</p>
BVPI 79b(ii)	HB overpayments recovered during the period as a percentage of the total amount of	N/A	45%	25.18%	N/A	30%	35%	40%	<p>New PI for 2005/06</p> <p>It is understood that aged debt is more difficult to recover and indications are that resources from the debt collection</p>

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
	HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period								agencies is being concentrated on newer debts .In house resources will continue to target aged debts. Analysis of the performance of the contract will need to be undertaken before we can be more ambitious with regards to targets .
BVPI 79b(iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period	N/A	1%	11.21%	N/A	5%	4%	3%	New PI for 2005/06 3% of the debt written off is attributable to a specific set of exceptional circumstances .In addition a number of aged debts which are now statute barred have been written off .It is likely a data cleansing exercise in advance of the conversion of data to the new system will also require a number of debts to be written off , hence the target for the coming year.

**CORPORATE OBJECTIVE: CONTINUOUSLY IMPROVING OUR SERVICES**

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
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.	88.4%	100%	81.45%	Not Improved Below Target	100.00%	100.00%	100%	Increased volume of invoices and lack of resources. Problems with invoices being sent to different departments for certification then having to be sent through internal mail to Creditors for payment. In order to improve this situation a new computer system has been implemented. Most orders will now be raised through purchasing. Invoices will then be sent direct from supplier the CPT (Central Payment Team) for processing which will speed up the process.
BVPI 9	% of Council Tax collected	97.4%	97.6%	97.4%	Same Below Target	97.70%	97.80%	97.80%	Same performance as last year (slight increase but insufficient to make a significant percentage increase (0.01)) Replacing the Council Tax and Housing Benefit computer systems in December 2006 which may result in some minor deterioration in 2006/07 performance
BVPI 10	The % of non-domestic rates due for the financial year which were received by the authority.	96.24%	98.2%	96.55%	Improved Below Target	98.60%	98.65%	98.75%	Bedding in new Pericles system has taken longer than expected. Some resources previously used in enforcement have been used to assist in the implementation of the 1Business project. A substantial assessment is awaiting a major reduction in rateable value which has been delayed by the Valuation Office Agency, this has also had a negative effect on the collection.
BVPI	The number of types of	80.09%	100%	99.66%	Improved	N/A	N/A	N/A	The year end reporting date for this PI



PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
157	interactions that are enabled for electronic delivery as a% of the types of interactions that are legally permissible for electronic delivery.				Below Target				was December 2005
LOCAL 2003	Number of One Stop Shops open to the public	8	11	13	Improved Above Target	13	13	13	The final target of 13 one stop sites has now been achieved
LOCAL 2004	Number of complaints registered on Council's procedure	434	430	440	Not Improved Below Target	420	415	410	Increase from previous year is marginal. 2006/07 may be affected by major service change.
LOCAL 2006	% of residential properties within one mile of a One Stop Shop or Information Point	47.6%	73.6%	73.6%	Improved On Target	86.10%	95.00%		On Target
LOCAL 2007	% of transactions/enquiries resolved at first point of contact. This includes by telephone, letter, email or Internet	60.8%	67.5%	68.1%	Improved Above Target	71.80%	71.80%		Exceeded target
LOCAL 2008	Adoption of an ongoing compliance to the benefits Verification Framework scheme to help ensure fraud and error do not readily enter the benefits system: Is the Authority Verification Framework compliant?	Yes	Yes	Yes	N/A	Yes	Yes	Yes	

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
LOCAL 2009a	Savings achieved against 'Gershon' target of £1m year on year over the next three years.	N/A	£1m	£1.236m		£1m	£1m	£1m	New PI for 2005/06 Target of £1m set to achieve both cashable/non-cashable with 'Gershon' definition (£448k cashable, £188k non-cashable actual achieved)
LOCAL 2009b	Percentage of orders placed through electronic catalogues	N/A	N/A	N/A	N/A	50.00%	70.00%	70.00%	New PI for 2006/07. System went live beginning of April 2006
LOCAL 2009c	Percentage of National Procurement Strategy Milestones achieved		N/A	82%	N/A	100.00%	100.00%	100.00%	New PI for 2005/06 NPS milestone have to be completed by December 2006 – our target is to have all completed by this date.  There are 22 milestones we have achieved 18 to date.
LOCAL 2010a	Improving Customer Services: Achievement of service standards in customer services strategy/pledge: Face to Face -% of appointments at OSS kept	100%	100%	100%	Same On Target	100.00%	100.00%	100.00%	Achieved target
LOCAL 2010b	% of people waited under 15 minutes to be seen by an adviser	13%	85%	90.8%	Improved Above Target	87%	88%	89%	Exceeded target. However further services are to be delivered through OSS which could have an impact on waiting times in future. Therefore targets set with a realistic view on future service delivery.
LOCAL 2010c	% of people who felt that they were dealt with in a positive and in a welcoming manner	98%	99%	99.29%	Improved Above Target	99.30%	99.40%	99.50%	Above target

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
LOCAL 2010d	% of customer interview times within 20 mins at One Stop Shop	16.5%	80%	82.6%	Improved Above Target	81.00%	82.00%	82.00%	Above target. Future targets have been set with a realistic view on the impact further services being delivered through the OSS will have on interview times
LOCAL 2010e	% of Council Tax queries resolved at One Stop Shop	85%	84%	85.3%	Improved Above Target	86.00%	87.00%	87.00%	Achieved target.
LOCAL 2010f	% of Housing Benefit queries resolved at One Stop Shop	65%	65%	60.8%	Not Improved Below Target	65.00%	65.00%	65.00%	Target not met due to staffing shortage and recruitment of new staff. Target set with a realistic view on future service delivery.
LOCAL 2010g	% of Regeneration queries resolved at One Stop Shop	97.2%	97.5%	95.6%	Not Improved Below Target	97.50%	97.50%	97.50%	Target not met due to staffing shortage and recruitment of new staff undergoing a detailed training programme. Targets set with a realistic view on future service delivery.
LOCAL 2010h	% of Social Service queries resolved at One Stop Shop	98%	98%	97.5%	Not Improved Below Target	98.00%	98.00%	98.00%	Actual achievement is considered reasonable in line with the target. Future targets have been set with a realistic view on future service delivery
LOCAL 2010i	% of Wirral Homes queries resolved at One Stop Shop	N/A	95%	95.6%	N/A	96.00%	97.00%	98.00%	Target met.
LOCAL 2014	Improving Customer Services: Achievement of service standards in customer services strategy/pledge: The percentage of letters responded to within 15 working days	87.21%	100%	81.27%	Not Improved Below Target	98.00%	99.00%	100.00%	Deterioration in two department areas. Corrective action being taken but major initiatives within each area may impact on immediate improvement plans. Improved monitoring techniques have also assisted in better confidence levels in result.
LOCAL	Improving Customer	N/A	100%	81.3%	Below Target	90.00%	92.00%	92.00%	New PI for 2005/2006, future targets

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
2015a	Services: Achievement of service standards in customer services strategy/pledge: The percentage of complaints responded to within 15 working days								set in line with actual
LOCAL 2015b	Improving Customer Services: Achievement of service standards in customer services strategy/pledge: The percentage of complaints received, acknowledged within 5 working days	N/A	100%	100%	On Target	100.00%	100.00%	100.00%	
LOCAL 2016a	% of calls answered through the call centre (Social Services Central Advice + Duty Team, Street Scene, Information + Advice Team)	79%	87%	90.3%	Improved Above Target	95.00%	96.00%	96.00%	This is a combined target across 3 Call Centre teams. The Information and Advice team was created on 1/7/05 and their performance has positively contributed to the overall performance, despite being a multifunctional team. Streetscene performance can be driven by external factors beyond our control therefore the achievement of the year end % reflects the continued focus on our PI's.
LOCAL 2016b	Average speed of answering telephone calls to call centre (seconds) (Social Services Central Advice + Duty Team, Street	61	45	28.6	Improved Above Target	28	25	23	Due to the broad spectrum of services and the nature of the calls handled within these 3 teams, achievement of this target will fluctuate in line with peaks and troughs in call volumes throughout the year.

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
	Scene, Information + Advice Team)								
LOCAL 2016c	% Of calls answered in 15 seconds by switchboard	N/A	95%	N/A	N/A	95.00%	95.00%	95.00%	Due to technical restrictions we have been unable to provide statistical information for this PI. WITS are currently investigating a solution to overcome this. To ensure a continued focus in achieving this PI we have cross trained staff from the Information and Advice team in the Switchboard operation to provide additional support at peak times.
LOCAL 2016d	% of calls answered through call centre (Revenues + Benefits)	78%	87%	77%	Not Improved Below Target	95.00%	96.00%	96.00%	This PI has fallen short of target due to a combination of reduced resource due to long term sickness and the requirement to recruit externally for vacant positions.
LOCAL 2016e	Average speed of answering telephone calls to call centre (seconds) (Revenues + Benefits)	81	45	71	Improved Below Target	30	25	25	This PI has fallen short of target due to the impact of increased call volumes following the dispatch of annual Council Tax demands in Mar/April, major changes to the way customers can pay and the issue of high volumes of enquiries relating to single person discount in September. The average speed of answer during these periods acted in increasing the yearly average.
LOCAL 2016f	Average call handling time in minutes (Social services advice and duty team, Streetscene, Information and advice team)	N/A	N/A	6.52	N/A	6.40	6.35	6.30	The average handling time is a combination of the both the talk time (with customer) and the wrap time (time spent to complete task following call and unavailable to take a further call) This PI is affected by the nature/complexity of the service

PI NUMBER	TITLE	2004/2005 ACTUAL	2005/2006 TARGET	2005/2006 ACTUAL	2005/2006 HOW ARE WE PERFORMING	2006/2007 TARGET	2007/2008 TARGET	2008/2009 TARGET	COMMENTS
									provided
LOCAL 2016g	Average call handling times - minutes (Revenues and Benefits)	N/A	9	8.30	N/A	8.00	7.30	7.00	The average handling time is a combination of the both the talk time (with customer) and the wrap time (time spent to complete task following call and unavailable to take a further call) This PI is affected by the nature/complexity of the service provided

## DEPARTMENTAL RISK REGISTER – REVIEW OF 2005/06

	Identified Risks	Control Measures put in place
1	Failure to retain/recruit staff	Experience shows that there is a need to review many staffing structures in the light of the change management arrangements heralded by the 1Business initiative. This will be the subject of on going scrutiny and appropriate action.
2	Over reliance on key personnel	The Department is keen to ensure that appropriate “skills transfer” takes place, in particular as new systems under 1Business are implemented. Accordingly significant and wide ranging training programmes have been developed to ensure a realistic spread of knowledge. The option to appoint consultants to help recruit and train less experienced staff to cover remains viable going forward into 2006/07.
3	Ability to implement change	The 1Business Programme is challenging for all Departments. To ensure success key staff have been trained in project management techniques so as to be properly equipped to deal with change management
4	Reliance on particular suppliers	During the year the role of the Corporate Procurement Unit and associated strategy was further enhanced including the development of robust contracts and collaborative arrangements. This forms a main plank of the delivery of the Gershon Efficiency Agenda.
5	Need to react to changing legislation	The Department endeavours to be continually aware of potential changes through relevant professional bodies and information sharing. The need to ensure that key members of staff are appropriately trained to deal with these changes is on going
6	Contract management e.g. pension fund mandates, partnership arrangements	The role of the Pensions Committee in continually reviewing procedures continues to be developed.
7	Failure of a major project e.g. corporate call centre	The use of relevant project management skills and techniques to manage initiatives assists in being able to proactively respond to emerging issues
8	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
9	Data Management	The information manager regular reviews the activity in relation to Data Protection and Freedom of Information requests to ensure that responses are made within relevant timescales.