

**FINANCIAL SERVICES OUTTURN**

<i>Service Summary</i>				
	2005/06 Original Budget	2005/06 Working Budget	2005/06 Actual	Variance
	£	£	£	£
<i>Finance Business Unit</i>				
Director of Finance	115,720	112,640	113,370	730
Accountancy	491,310	504,710	469,541	(35,169)
Audit	138,250	147,780	163,221	15,441
Client & Insurance	194,340	50,650	52,265	1,615
Recharges to services	(900,730)	(815,780)	(801,779)	14,001
	<u>38,890</u>	<u>0</u>	<u>(3,381)</u>	<u>(3,381)</u>
Printing, Graphics & OA	700,010	717,450	740,647	23,197
Recharges to services	(700,010)	(717,450)	(740,647)	(23,197)
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Customer Services	276,100	486,680	481,513	(5,167)
Support Services	565,040	591,850	632,591	40,741
Recharges to services	(719,070)	(1,162,580)	(1,213,600)	(51,020)
	<u>122,070</u>	<u>(84,050)</u>	<u>(99,495)</u>	<u>(15,445)</u>
Information Technology	1,775,380	1,918,130	1,787,773	(130,357)
Address Management	34,020	28,470	31,598	3,128
Recharges to services	(1,575,970)	(1,946,080)	(1,818,606)	127,474
	<u>233,430</u>	<u>520</u>	<u>765</u>	<u>245</u>
Treasury Management	4,170	1,990	1,089	(901)
Bank Charges	26,560	23,880	31,018	7,138
	<u>30,730</u>	<u>25,870</u>	<u>32,107</u>	<u>6,237</u>
<i>Revenues</i>				
Exchequer Services	(50,780)	90,600	96,650	6,050
Revenues Administration	12,090	308,590	307,940	(650)
Council Tax	746,720	550,170	566,566	16,396
Council Tax Benefit Administration	349,390	265,590	278,042	12,452
Council Tax Benefits Paid	(42,990)	15,430	(29,066)	(44,496)
Housing Benefit Administration	311,570	206,280	235,863	29,583
Housing Benefit Paid	7,280	79,400	6,519	(72,881)
HRA Rent Rebates	104,280	20,310	(48,891)	(69,201)
NNDR Administration	79,970	25,810	12,665	(13,145)
	<u>1,517,530</u>	<u>1,562,180</u>	<u>1,426,287</u>	<u>(135,893)</u>
<i>Corporate</i>				
Pensions Added Years	75,020	125,400	123,642	(1,758)
Corporate Finance	198,780	197,080	188,696	(8,384)
Audit Commission Fees	112,050	105,480	86,175	(19,305)
Subscriptions	33,620	33,620	38,412	4,792
Miscellaneous Income	(1,000)	0	(5,500)	(5,500)
	<u>418,470</u>	<u>461,580</u>	<u>431,425</u>	<u>(30,155)</u>
Total Net Cost	<u>2,361,120</u>	<u>1,966,100</u>	<u>1,787,709</u>	<u>(178,391)</u>

**FINANCIAL SERVICES OUTTURN**

<i>Subjective Summary</i>				
Description	2005/06 Original Budget	2005/06 Working Budget	2005/06 Actual	Variance
	£	£	£	£
Employees	3,292,150	3,376,420	3,442,948	66,528
Premises	530	2,030	2,156	126
Transport	562,850	544,010	530,387	(13,623)
Supplies and Services	2,217,370	2,181,440	2,305,324	123,884
Benefits Paid	18,067,820	18,073,300	18,623,273	549,973
Capital Financing	235,690	386,680	381,228	(5,452)
Management Overheads	1,994,160	1,929,890	1,903,587	(26,303)
<b>Total Expenditure</b>	<b>26,370,570</b>	<b>26,493,770</b>	<b>27,188,903</b>	<b>695,133</b>
Fees and Charges	(591,340)	(535,730)	(450,322)	85,408
Recharges to Services	(4,747,480)	(5,427,130)	(5,426,098)	1,032
Govt allowance and subsidy	(18,488,260)	(18,367,420)	(19,315,802)	(948,382)
Costs Recovered	(83,540)	(98,860)	(108,688)	(9,828)
<b>Total Income</b>	<b>(23,910,620)</b>	<b>(24,429,140)</b>	<b>(25,300,910)</b>	<b>(871,770)</b>
Transfers to/(from) reserves	(98,830)	(98,530)	(100,284)	(1,754)
<b>Net Cost</b>	<b>2,361,120</b>	<b>1,966,100</b>	<b>1,787,709</b>	<b>(178,391)</b>

<u>Principal Variances</u>	£000
<i>Additional Benefits Subsidy received in respect of 2004/05</i>	(170)
<i>Incentive grant for reducing overpayment of benefits</i>	(80)
<i>Revenue grant from IDeA towards IT costs</i>	(100)
<i>Reduced IT contract costs following retender</i>	(25)
<i>Additional costs for agency staff</i>	90
<i>Additional costs for IT consultancy (offset by IDeA grant)</i>	90
<i>Accounting adjustment in respect of pension costs</i>	40

**Director of Finance Key Service Priorities 2006/07**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
1	Efficiency Programme	Lead the Council's Efficiency Programme	Mar 2006	2.5% efficiency target and budget savings target achieved	Internal/resources identified in individual project plans	Director of Finance	Savings targets included in budget; some projects in hand to deliver; quarterly monitoring in place; Principal Scrutiny efficiencies group formed.

**Financial Services Key Service Priorities 2006/07**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take/</b>	<b>Who's accountable?</b>	<b>Progress update</b>
1.	Legislative requirement	Produce Statement of Accounts 2005/06	Jun 06	Committee approval	Internal staff resources identified in project plan	Chief Accountant	Achieved Ctte report 26 Jun
2.	Effective use of resources	Prepare capital strategy	Jul 06	Committee approval	Internal staff resources	Asst Director of Finance	Ctte report 26 July
3.	Effective management of taxpayers money	Complete annual audit plan	During 2006/07	Completed on target	Internal staff resources	Audit Manager	Currently on target

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take/	Who's accountable?	Progress update
4.	Effective use of resources	Commence review of funding for new offices	During 2006/07	New offices built within budget	Resources to be identified in project plan	Asst Director of Finance	Ctte report 21 June
5.	Effective management of taxpayers money	Improve budget management and monitoring	During 2006/07	Feedback from Scrutiny Panels	Internal staff resources and training	Asst Director of Finance/ Chief Accountant	To be considered later in the year

**Revenues Key Service Priorities 2006/07**

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's accountable?	Progress update
1	Strategic Risk	Support the production of the Council's Business Continuity Plan	Jun 2006	Completed on target	Resources identified in project plan	Head of Revenues	BCM paper approved by CMT. Corporate & Critical Function BCPs at final draft stage.
2	Efficiency programme	Project to replace Payroll / HR System	Aug 2006	As defined in project	Resources identified in project plan	Head of Revenues	Basic system implementation complete. Further modules being implemented by HR. eForms to go live in September.

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's accountable?	Progress update
3	Efficiency programme / Customer Service	Inclusion of Revenues services in CSC	2006/07	As defined in project	Resources identified in project plan	Head of Revenues	BPR work to begin in September.
4	Efficiency programme	Implement solution for mobile working in Revenues	Sep 2006	As defined in project	Resources identified in project plan	Head of Revenues	Underway - Benefits Manager involved in proof of concept project as part of the Flexible Working Project.
5	Homes & Jobs	Support the City centre BID project	Mar 2007	Completed on target	Requirements not yet known	Head of Revenues	Revenues input not required at this stage of the project.

**IMT Key Service Priorities 2006/07**

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take/	Who's accountable?	Progress update
1.	Efficiency programme	Support the corporate project for flexible and mobile working	Proof of concept: Jan 06 – Apr 06.  Further implementation to be determined	As defined in project	£30k cap 05/06 £263k cap 06/07 £56k rev 06/07	Head of IT	Proof of concept underway; some elements proven; o/s mobile technology testing

**RE23  
Appendix B**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time/money will it take/</b>	<b>Who's accountable?</b>	<b>Progress update</b>
2.	Efficiency programme/ Customer Service	Customer Service Centre Phase II	Commence Apr 06	As defined in project	£140k cap 06/07 £90k rev 06/07	Head of IT	Underway. Business process reviews and scripting being completed
3.	Efficiency programme	Further development of a fully transactional website.	Continuing from new web site being live Apr 06	Increased use of site  Customer surveys	£10k cap 06/07 £35k rev 06/07 £7k on-going eforms £25k cap 05/06 £75k 06/07	Head of IT	Design company delays. Revised live date 1 August. Tourism site live.
4.	Efficiency programme	EDRMS further procurement	Sep – Dec 06.  Further implementation to be determined	As defined in project	£500k cap 06/07 £210k rev 06/07  £110 rev 07/08 & 08/09	Head of IT	Working with Fareham to finalise the tender arrangements. Also working with Fareham and Havant on agreeing a joint procurement for an Information Audit.

Customer Service Key Service Priorities 2006/07

	Corporate Priority	What will we do?	When will we do it?	How will we measure our success?	How much time/money will it take/	Who's accountable?	Progress update
1.	Efficiency programme / Customer Service	Implement Phase 2 of the Service Centre	Apr- Dec 06	Measures to be set as part of project	£140k capital £90k revenue	Customer Service Manager	Project commenced.
2.	Efficiency programme	Contribute to the corporate EDRMS project	Commence Sep 06	Measures to be set as part of project	£500k capital £470k revenue (5 year total)	Customer Service Manager & Office Support Team Leader	Corporate project commenced

**Financial Services Key Performance Indicators**

Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Target 2007/08	Target 2008/09
1.	Average return on investments to exceed sterling interbank rate	Assistant Accountant	+0.1%	+0.1%	+0.3%	+0.2%	Reported annually	+0.2%	+0.2%
2.	% of D&P work finished and delivered on time	DP Manager	99%	99%	92%	100%	89%	100%	100%

**Revenues Key Performance Indicators**

Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Upper quartile 2004/05
BV8	% Invoices paid on time	Head of Revenues	91.5%	93.6%	93.7%	97%	94.5%	96.74%
BV9	% Council Tax collected in the year	Head of Revenues	98.0%	98.1%	98.3%	98.35%	30.5% on target	98.5%
BV10	% Business Rates collected in the year	Head of Revenues	98.2%	98.3%	99.1%	99.15%	35.3% on target	99.2%



Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Upper quartile 2004/05
BV76a	Housing Benefit Security - Number of claimants visited per 1000 caseload	Head of Revenues	476.47	439.37	347	350	126 on target	296.6
BV76b	Housing Benefit Security - Number of investigators per 1000 caseload	Head of Revenues	0.46	0.54	0.38	0.4	0.37 on target	n/k
BV76c	Housing Benefit Security - Number of investigations per 1000 caseload	Head of Revenues	60.77	50.77	57.48	60	7.81 behind target	59.53
BV76d	Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload	Head of Revenues	5.56	2.96	5.71	5	0.93 on target	6.25
BV78A	Average time to process new claims	Head of Revenues	35.1 days	25.2 days	25.16 days	25 days	21.3 days	28 days
BV78B	Average time to process benefit change of circumstances	Head of Revenues	13.8 days	7.8 days	12.31 days	12 days	8.26 days	6.8 days
BV79A	% Benefit cases processed correctly	Head of Revenues	96.8%	98.2%	96.8%	98.0%	98.4%	99%

**IMT Key Performance Indicators**

Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Target 2007/08	Target 2008/09
1.	% projects completed on time and to budget	Head of IT	NA	NA	NA	85%	100% (2 projects)	90%	95%
2.	Web site classification	Head of IT	NA	NA	NA	C plus	C		
3.	Web site availability	Head of IT	NA	NA	NA	99%	98.8%	99%	99%
4.	Web site download time	Head of IT	NA	NA	NA	10 seconds	4.5 seconds	6 seconds	6 seconds
5.	Customer Satisfaction – ICT Client	Head of IT	NA	NA	NA	85%	Not yet undertaken	90%	95%
6.	Customer Satisfaction – contractor	Head of IT	NA	NA	NA	95%	Not yet undertaken	95%	95%
7.	Customer Satisfaction - projects	Head of IT	NA	NA	NA	85%	Not yet returned	90%	95%

**Customer Service Key Performance Indicators**

Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Target 2007/08	Target 2008/09
1.	Switchboard - % of telephone calls answered in 30 seconds	Customer Service Manager	92.2% in 30 seconds	95.9% in 30 seconds	85.4% in 30 seconds	85% in 30 seconds	88.4% In 30 Seconds	90% in 20 seconds	90% in 20 seconds
2.	Service Centre - % of telephone calls answered in 30 seconds ( <i>information only available from 27/10/2005</i> )	Customer Service Manager	NA	NA	68.4% in 30 seconds	85% in 30 seconds	68.0% in 30 seconds	90% in 20 seconds	90% in 20 seconds
3.	Total of Switchboard and Service Centre - % of telephone calls answered in 30 seconds	Customer Service Manager	92.2% in 30 seconds	95.9% in 30 seconds	75% in 30 seconds	85% in 30 seconds	78.6% in 30 seconds	90% in 20 seconds	90% in 20 seconds
4.	Other Services - % of telephone calls answered	Customer Service Manager	73.0% in seconds	81.5% in 30 seconds	75.9% in 30 seconds	85% in 30 seconds	79.0% in 30 seconds	90% in 20 seconds	90% in 20 seconds
5.	Switchboard - % of calls abandoned	Customer Service Manager	3.8%	0.8%	0.7%	5%	0.8%	3%	3%

Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Target 2007/08	Target 2008/09
6.	Service Centre - % of calls abandoned	Customer Service Manager	NA	NA	9.9%	5%	5.1%	3%	3%
7.	Total of Switchboard and Service Centre - % of calls abandoned	Customer Service Manager	3.8%	0.8%	4.5%	5%	4.3%	3%	3%
8.	Other Services - % of calls abandoned	Customer Service Manager	18.8%	10.2%	13.2%	5%	12.3%	3%	3%
9.	Service Centre - % of busy calls	Customer Service Manager	NA	NA	10.5%	5%	15%	3%	3%
10.	Other Services - % of busy calls	Customer Service Manager	6.1%	6.7%	8.6%	5%	6.9%	3%	3%
11.	Percentage of enquiries resolved on first contact <i>(Based on samples of quality assessments where enquires are resolved at first point of contact)</i>	Customer Service Manager	NA	NA	N/A	65%	70%	80%	80%

Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Target 2007/08	Target 2008/09
12.	Occupancy - the percentage of time Customer Service staff logged into the telephone system are available.	Customer Service Manager	NA	NA	85.3%	82%	88%	85%	85%
13.	Quality assessments – per CSA per week <i>(Assessments completed on trained Customer facing CSAs)</i>	Customer Service Manager	NA	NA	1	1	1	1	1
14.	Quality assessments - percentage of assessments rated good or excellent	Customer Service Manager	NA	NA	88%	92%	83%	93%	94%
15.	Customer Satisfaction - percentage of service rated as good	Customer Service Manager	NA	NA	91%	90%	88%	95%	95%
16.	Switchboard - % of telephone calls answered	Customer Service Manager	NA	NA	78.2%	No target set (NTS)	99.2%	NTS	NTS
17.	Service Centre - % of telephone calls answered <i>(information only available from 27/10/2005)</i>	Customer Service Manager	NA	NA	83.1%	NTS	79%	NTS	NTS

Ref. No.	What does this show?	Who reports this?	Achieved 2003/04	Achieved 2004/05	Achieved 2005/06	Target 2006/07	Q1 2006/07	Target 2007/08	Target 2008/09
18.	Total of Switchboard and Service Centre - % of telephone calls answered	Customer Service Manager	NA	NA	78%	NTS	87.3%	NTS	NTS

Items 16-18 show additional information – these were not included in the current business plan

E-GOVERNMENT PROGRAMME

Overall approval - CAB1172

Project	Approval	2005/06		Commentary
		£000 Budget	£000 Ouuturn	
<u>GIS</u>				
Software		42	1	In hand - awaiting invoices
Sites and monuments record		12	0	Not yet started
Aerial photography		8	5	Complete - awaiting invoices
Positional accuracy improvements		15	6	Project commenced
Tree survey - software, hardware		16	4	Initial investigations complete
<b>Sub Total</b>		<b>93</b>	<b>16</b>	
<u>CRM - Phase I</u>	CAB793			
Software		350	374	
S/w mtce		0	7	
Telephony		70	70	
Project management		0	4	
<b>Sub Total</b>		<b>420</b>	<b>455</b>	Reported to Principal Scrutiny Cttee PS205
<u>Content Management System</u>	CAB682			
Software upgrade		90	33	Project underway - awaiting invoices
GIS on web		15	0	Project underway - awaiting invoices
Members website		10	0	Awaiting new web site
<b>Sub Total</b>		<b>115</b>	<b>33</b>	
<u>Land Charges System</u>	CEN69			
Software		45	2	Project commenced Jan 06
<u>Joint Catalogue of Services</u>		4	0	Complete
<u>Info Kiosk</u>		6	6	Complete
<u>Online Change of Address</u>		5	0	Complete
<u>e-forms</u>				
development of e forms		25	0	Awaiting web site completion
<u>e-procurement</u>				
Catalogue i/face		10	0	Under review
<u>Integrated HR/Payroll system</u>	CAB1155			
Software		58	16	Project commenced Jan 06 - awaiting invoices
<u>Orchard Archouse Plus</u>				
Software		87	0	Upgrade delayed pending further investigation
<u>CAPS</u>				
CAPS for Dev Services		8	0	Project commenced
UFIS - historical update		6	0	Project complete
I/face - GIS/CAPS		5	2	Work started
<b>Sub Total</b>		<b>19</b>	<b>2</b>	

Approval	2005/06		
	£000	£000	
	Budget	Outturn	
<u>Interfaces</u>			
I/face - CDMS/creditors	20	0	
I/face - CRM /backoffice	30	0	
<b>Sub Total</b>	<b>50</b>	<b>0</b>	Dependent upon CRM/Service Centre development
<u>Flexible working</u>			
Software	30	0	Software being investigated
<u>e-Council Tax Billing/Citizen Access</u>			
laser cheques	10	5	Project complete - awaiting invoices
<u>SMS messaging</u>			
	10	0	Project complete
<u>Performance management</u>			
Software	25	0	Project commenced July 06
<u>Knowledge management</u>			
	25	0	Not progressed - linked to EDRMS project
<u>e-democracy</u>			
video council proceedings	30	0	Not proceeding currently
Citizen database	20	0	Data protection and FOI issues to be resolved
	50	0	
<u>High level info audit</u>			
	10	0	Commissioned
<u>Car Parking Upgrade</u>			
Software	25	1	Project commenced June 06
<u>Printer review</u>			
Audit	10	0	Underway
<b>Total</b>	<b>1,132</b>	<b>536</b>	