

## **Resources Scrutiny Panel – 20 July 2006**

### **Finance Directorate – Summary of Outturn 2005/06 and Performance Monitoring for Quarter 1 2006/07**

#### **Report of the Director of Finance**

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#### Purpose of the Report

The Scrutiny Panel is asked to consider this matter as part of its role in holding the Finance and Resources Portfolio Holder to account by examining actual performance compared to the targets or approved budgets for the Finance Directorate in 2005/06 and examining performance measures and progress against the Business Plan objectives for the first quarter of 2006/07.

This report forms part of the regular monitoring process where Scrutiny Panels are presented with an update on the objectives included in Business Plans.

#### Links to the Corporate Strategy

The Corporate Strategy places strong emphasis on good financial control, achievement of value for money and strong performance management. This report forms part of the performance management process, designed to check progress against agreed targets.

#### Executive Summary

This report provides an opportunity for Members to scrutinise the 2005/06 outturn figures relating to the role of the Finance and Resources Portfolio Holder in respect of the Finance Directorate. Although by the time this report is considered the full Statement of Accounts for the City Council will have been formally approved, the Scrutiny Panel is particularly asked to consider whether

- there are any particular areas of over or under spending that it wishes to pursue or
- there are issues of value for money it wishes to raise.

The external auditors to the Council (PricewaterhouseCoopers) will be reporting to Principal Scrutiny Committee in the autumn when they have completed their audit, but at this stage there are no major issues outstanding.

The report also presents an update to Members on the progress made against the objectives included in the Finance Directorate 2006/07 Business Plans that fall within the responsibility of the Portfolio Holder for Finance and Resources.

### Recommendation

That the Scrutiny Panel

- provides comments to Cabinet on the outturn figures appended to this report and identifies any issues that it particularly wishes to probe further
- raises with the Portfolio Holder any issues identified from the first quarter performance monitoring and consider whether any items of significance need to be drawn to the attention of Cabinet.

### **Background Documents**

Working papers held in the respective Divisions.

### **Appendices**

Appendix A – Financial outturn summaries for 2005/06

Appendix B - Key Service Priorities 2006/07

Appendix C - Key Performance Indicators

Appendix D - E-government programme 2005/06 outturn

## Additional Information

### 1 E-Government Programme

1.1 Appendix D gives details of the outturn for e-government projects. Whilst the expenditure in last year fell short of expectations, it can be seen that a number of projects are underway. Also, further investigations are being conducted into some proposed projects before significant sums of the Council's money are committed. The programme for the current year will be reviewed in the light of last year's performance and a revised programme will be submitted to Members in due course.

1.2 The IMT Section (Information Management and Technology) is now fully staffed with successful recruitment of two business analysts. Business process improvement work is a key part of the Council's efficiency programme and is fundamental to the expansion of the Service Centre. Significant work is underway on mapping processes within The Parking Office and will commence shortly in Revenues.

### 2 Customer Service Centre

2.1 The Customer service centre (phase one services) has been in operation for a year. Although a certain level of stability has been achieved there continues to be problems with turnover and sickness affecting telephone response times. Telephone targets are not being met, although the performance in the first quarter of this year was affected adversely by problems with the telephone system for several days in May

2.2 The staff within the centre are performance managed using a balanced scorecard approach. This involves targeting staff using a range of qualitative and productivity measures. 1-2-1 coaching with individuals takes place to deliver improved performance. One of the key issues is the limited management resource that is available with only one team Leader and up to 16 members of staff.

2.3 Approval for phase two has now been given (CAB 1156) and this will allow for a second Team Leader and two Advisors to be recruited.

2.4 The Service Centre team has worked closely on the new Police single non emergency telephone service. It was recognised early on in the project that as a partner there would be real benefits to customers who would be able to report problems 24/7, a service the Council could not afford to provide. Similarly there are benefits in 101 taking the calls and emailing them to CSC. These calls can then be processed outside of peak call times enabling frontline resource to be deployed more effectively. The new 101 staff spent time in the Centre and a member of the Service Centre team spent time in the 101 centre advising staff on calls during the launch week. The 101 display stand was also set up in the Colebrook St reception for a week, feedback from both the 101 project team and customers have been positive.

2.5 The Alternate Weekly Collection project utilises the Centre accommodation and software to provide a helpline to customers seeking recycling advice. Calls are delivered to the recycling advisors via a dedicated 0800 telephone number. Detailed telephone statistics are then fed back into the

project team for resource planning as future phases are implemented. Calls outside of the Recycling team core hours (9.00 – 17.00) are delivered to Service Centre advisors and advice is given or callbacks are arranged as appropriate.

- 2.6 A new software system now records the number of customers visiting Colebrook Street and Avalon House reception areas and the average waiting and transaction time for Council Tax and Benefits customers. Over the next three months the waiting time will be rolled out to other service areas. Visitor numbers have been as follows:

<b>Reception visitors</b>		
<b>Month</b>	<b>Colebrook St</b>	<b>Avalon House</b>
April	2352	Not recorded
May	2553	Not Recorded
June	3119	773 (3 weeks)