

**COMMITTEE:** BEST VALUE SCRUTINY PANEL

**DATE:** 6<sup>TH</sup> JULY 2004

**SUBJECT:** CDMT UPDATE REPORT

**REPORT BY:** HEAD OF POLICY AND PERFORMANCE

**CONTACT OFFICER:** JUDITH INGHAM 546496

**IMPLICATIONS:**

LEGAL	COMMUNITY SAFETY
EQUALITIES	ENVIRONMENT
FINANCIAL	CONSULTATIONS
STAFFING	OTHER

**WARDS AFFECTED: NONE**

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1. **PURPOSE**

To inform Members of the proceedings of the Corporate Directors Management Team with respect to Best Value.

2. **RECOMMENDATION(S)**

**Best Value Scrutiny Panel is recommended to note the report**

3. **BACKGROUND**

3.1 The Corporate Directors Management Team (CDMT) Improvement and Procurement Board meet on the last Thursday of each month. The meetings are attended by the Chief Executive, Corporate Directors, the Director of Scrutiny, the Heads of Internal Audit, Corporate Finance and Policy and Performance, the Procurement Manager, two officers from Policy and Performance and two trades union representatives. The terms of reference of the Board include considering Best Value review reports, providing feedback and input into the reviews, monitoring their progress, and then ensuring the improvement plans are carried out.

3.2 This report describes the discussions and findings of the Board in May and June 2004 with relation to Best Value, using papers originally presented to the Board,

and the minutes of the May meeting. The minutes of the June meeting were not yet available at time of despatch.

## **APPENDICES**

Appendix A: Minutes from CDMT Improvement and Procurement Board.

Appendix B: Progress report on best value reviews now underway

Appendix C: Progress report on implementation of the best value improvement plan for insurances, risk management and mortgages

Appendix D: Progress report on implementation of the best value improvement plan for Revenues

## **LIST OF BACKGROUND PAPERS**

### **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

None

### NOTES OF CDMT IMPROVEMENT AND PROCUREMENT BOARD

27th May 2004

Present: Darra Singh (DS); Colin Chick (CC); Peter Watson (PW); Jo Cleary (JC); William Clapp (WC); Chris Addey (CA); Joe Biskupski (JB) for items 1&2; Barry Brown (BB); Phil Davies, (PD); Judith Ingham (JI); Dinesh Kotecha (DK) for item 5; Linda Payne (LP) – notetaker.

Apologies: Tony Dessent; Geoff Bocutt; Chris Goulding; Dave Kempson; Jim Gregg.

- |   | <u>Action</u>             |
|---|---------------------------|
| 1. <i>Notes of meeting held on 28/4/04</i>  |                           |
| Agreed. Matters arising:  | <u>LP</u>                 |
| • Rent arrears – JB to ensure this comes to the next meeting  |                           |
| • Revised timetable for the Corporate Plan – will be circulated shortly by JI   | <u>JB/LP</u><br><u>JI</u> |
| 2. <i>Progress Report</i>   |                           |
| JB drew attention to progress on the year four reviews since going to Executive on 26/4.  |                           |
| JB to prepare a paper for the next meeting on this year's reviews including E&T.  | <u>JB/LP</u>              |
| 3. <i>Internal Audit Annual Report</i>  |                           |
| • PD presented the report and drew attention to concerns around Housing & Social Services customer savings scheme and safe custody arrangements. JC advised that these issues have been discussed at her SMT and in conjunction with Bob Ashforth she will produce an improvement plan and consider suitable resourcing. PD needs this before 17/6. | <u>JC</u>                 |
| • All DMTs need to consider the Internal Audit Annual Report  | <u>All</u>                |
| 4. <i>Carlisle Report Sept 2003 to March 2004</i>   |                           |
| PW presented the paper and advised that the full report is available to anyone who wishes to see it. He advised that the Carlisle arrangement is working well. Following discussion it was noted:   |                           |
| • CDMT recognise that in the majority of cases the system is working well but some areas raise questions.   |                           |
| • The Board will monitor monthly in future (key statistics).  | <u>PW/LP</u>              |

## APPENDIX A

- PW will circulate to CDs a hard copy of the figures he presented verbally. **PW**
- BB will circulate to CDs the information he reported verbally **BB**
- Come back in two weeks with a report identifying the areas of concern and giving proposals on what action can be taken

**PW/LP**

CA pointed out that Carlisle were asking what action we will be taking as the situation is unsustainable for them in the long term. Managers must be reminded to carefully plan the use of agency staff, and monitor the cost. **All**

Val Grant is to be assured that Carlisle monitor equalities information.

**PW**

### 5. *Facilities Management, Property Strategy & Admin*

DK presented the progress report on this BV review which the Board noted.

### 6. *Open door/Appraisals*

PW presented the report and the Board agreed to the use of the suggested input form. **All**

To ensure last year's figures are accurate PW undertook to run off all Departments' statistics so that they can be verified manually and anything which is missing can be added. **PW/All**

### 7. *Other Business*

DS referred to "Exercise Fly Half" on 30/6/04 and advised that all CDs should attend. WC to check TD's availability. LP to advise that PW should be included. **WC**  
**LP**

circulation:

Corporate Directors  
Director of Scrutiny  
Head of Policy & Performance  
Head of Internal Audit  
Head of Corporate Finance  
Head of Human Resources  
Head of Resources and Perf Review LL  
Barry Brown  
Joe Biskupski  
Jim Gregg, Unison  
Ian Smith, TU Co-ordinator

Supplies Manager

Executive Members  
Scrutiny Board Members  
Scrutiny Committee Chairs  
Group Leaders

CDMT – Improvement & Procurement Board 24 June 2004**Item 2. Progress update of ongoing Best Value reviews (Joe Biskupski).**

Review	Team Leader / contact	Progress
<b>Year Two (2001/02)</b>		
Engineering & Transportation	Mehmood Khan	Agreed to re-start as a Year 5 (2004/05) review. External support for the review will be provided through the corporate best value budget.
<b>Year Three (2002/03)</b>		
Children's services (0 - 10 years)	Wes Cuell	The Vision report was completed in August and approved by Children's Strategic Partnership Board and CDMT in September. The review was delayed to take account of pending legislation following the Children's Green Paper. Work on the Options & Improvement Plan will commence following the conclusion of discussions on restructuring in July. The draft Plan is anticipated for completion at the end of September 2004.
Housing Strategy & Private Sector	Mike McMahon	Consultants have been commissioned to undertake financial comparisons, and it is anticipated that the draft review report will be available in July 2004.
<b>Year Four (2003/04)</b>		
Community Development	Ray Westcott	<p>Stages 1 (Project Plan), 2 (Scope) and 3 (Vision) reports completed. Draft Stage 4 (Options Analysis &amp; Improvement Plan) report was considered by: CDMT Board on 26 February 2004, Best Value Scrutiny Panel on 6 April and Regeneration &amp; Citizenship Scrutiny Committee on 8 April. The Stage 4 report was considered by the Executive meeting on 26 April 2004 and as Decision No. EX/184/04 has been called in and will be submitted to the next meeting of <b>Regeneration and Citizenship Scrutiny Committee</b> to be held on <b>1 July 2004</b></p> <p>A project board has been established to implement the findings of the review. The first meeting took place on 27 May.</p>
Sport / Leisure	Dave Sutton	<p>Stages 1 (Project Plan), 2 (Scope) and Stage 3 (Vision) report have been completed. The draft Stage 4 (Options Analysis &amp; Improvement Plan) was considered by: CDMT Board in January; Best Value Scrutiny Panel on 8 March and Regeneration &amp; Citizenship Scrutiny Committee on 8 April. The Stage 4 report was considered by the Executive meeting on <b>26 April 2004</b>. Since that date, the following progress has been made:</p> <ul style="list-style-type: none"> <li>• New pool – Meetings have taken place with Leader, relevant portfolio holders, a consultant architect and financial advisers. Proposals to go to Executive members on 30 June for consideration. A decision is expected in terms of the new site and funding arrangements.</li> <li>• Future management arrangements – Draft report currently being completed on future arrangements. Expected to be considered by Executive members in late June / early July for agreement.</li> <li>• Operational management of leisure – senior management restructure currently underway. Job evaluation has been carried out. In discussion with HR &amp; Trade Unions.</li> <li>• New leisure card scheme – work has been suspended pending Executive member agreement</li> </ul>

## APPENDIX B

		<p>on the future management arrangements of the leisure service. Examining legality of what is currently being offered following EU judgement in Italy.</p> <ul style="list-style-type: none"> <li>• Structure of the Sports Development Unit – this is currently being restructured.</li> <li>• Stockwood Park Golf Course – discussions are being held between Celia Robb and Helen Barnett on the merger of the Golf Course with Parks. An action plan is will be prepared by the end of June.</li> <li>• Support to voluntary sector – proposals have been accepted in principle by the Executive Committee of the local Sports Council. They are being considered by their AGM on 28 June.</li> </ul> <p><b>There will be a Performance Assessment (RPA) of Leisure, with an on-site visit during the week commencing 19 July 2004.</b></p>
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### Best Value Review Improvement Plans – timetable of reports on progress (July – November 2004)

Review	Year of review	Team Leader / contact	Progress feedback to CDMT
Procurement	2	Chris Addey	29 July 2004
Street Services	2	Celia Robb	29 July 2004
To be confirmed			26 August 2004
To be confirmed			26 August 2004
Community safety	1	Mike Thomas	30 September 2004
Health & safety	1	To be confirmed	30 September 2004
Mental Health Problems / Drug & Alcohol Depend.	2	Paul Jenkins	30 September 2004
Community care services for frail elderly people	1	Paul Jenkins	30 September 2004 (tbc)
Services for people with learning disabilities	1	Paul Jenkins	30 September 2004 (tbc)
School Improvement	2	To be confirmed	28 October 2004
Housing Landlord	2	Ed Butler	28 October 2004
Physical Disabilities & Sensory Impairment	2	Paul Jenkins	25 November 2004
Passenger Transport	2	Mehmood Khan	25 November 2004
Music service	1	Dave Sutton	25 November 2004

**CDMT IMPROVEMENT AND PROCUREMENT BOARD**

**CDMT Improvement and Procurement Board  
Implementation of BV review recommendations - progress report**

1. Name of review Insurance, Risk Management & Mortgage Admin
2. Reporting officer Angela Claridge
3. Date of CDMT meeting 24 June 2004
4. Date review completed 23 April 2001

**5, Please outline progress on key tasks**

<b>Task / issue to be addressed</b>	<b>Deadline</b>	<b>Progress</b>
Actuarial review of self insurance levels	Completed	Review undertaken in conjunction with Council's insurers.
Develop corporate Risk Management Strategy	Completed	Approved by Executive
Work with Internal Audit in developing Corporate Governance disciplines across the authority	Completed	Member/officer Corporate Governance group met, last meeting was held May 2004. Outstanding issues now taken on board by Risk & Internal Control Group.
Implications of Risk to be included as a standard Executive report heading.	Completed.	
Service levels/standards negotiated & agreed with Council's insurer	Completed	
Selection of a replacement insurance claims handling application.	Completed	Initial selection process postponed , revised requirements include the development of a corporate risk register.
Insurance policy guidelines, claims procedures and risk management newsletters available in electronic format for staff.	Completed	Loaded onto the Council's public folders.
Issue an explanatory leaflet to all claimants advising of procedure, timescales etc.	Completed	
Include insurance contact information on the Council's internet.	Completed	
Work with Complaints Liaison officers, offering guidance in distinguishing a complaint from a claim	Completed	
Review alternative mortgage debt recovery/litigation options	Completed	Recovery work & litigation undertaken by Legal Services.

### 6. Comments / context – please briefly add any comments on progress or context

- There have been many developments in risk management and the Council's approach to mitigating its risks, which weren't in place at the time the best value review, was concluded. For example, the Comprehensive Performance Assessment (CPA) includes an assessment of risk management, which has required the compilation of corporate & departmental risk registers. The Audit & Accounts Regulations 2003 require each authority to compile a Statement of Internal Control that places strong emphasis on the authority's analysis of risk and risk minimisation techniques.



**CDMT IMPROVEMENT AND PROCUREMENT BOARD****CDMT Improvement and Procurement Board  
Implementation of BV review recommendations - progress report**

1. Name of review Revenues\_\_\_\_\_

2. Reporting officer \_\_\_\_Head of Revenues\_\_\_\_\_

3. Date of CDMT meeting \_\_\_\_\_24/6/04\_\_\_\_\_

4. Date review completed (approved by executive) 15/4/01\_\_\_\_\_

**5. Please outline progress on key tasks**

Task / issue to be addressed	Deadline	Progress
<b>Please see attached fully updated BV Improvement Plan</b>		

**6. Comments / context – please briefly add any comments on progress or context**

Excellent progress has been made on the key tasks, in fact, all tasks detailed in the improvement plan.

This has been achieved through hard work and excellent support of the staff in Revenues and has involved significant change to processes, procedures and significant IT implementation projects, all of which have been resourced within existing budgets, and been completed in a time when the recruitment and retention of assessment staff has been a real issue both locally and nationally.

All budget savings have been introduced to the Revenues cost centre budgets and the service has continued to perform within budget throughout the 3 years of the plan's progress to date, despite also facing the significant legislative challenges, especially those associated with the changes to tax and pension credits and the revising of the verification framework which is now fully implemented.

On the negative side, performance targets have not been achieved but there have been good reasons for this. Benefits performance targets were mainly top or second quartile nationally prior to the implementation of Comino which set us back into a backlog situation as a result of its initial instability and excessive downtime, together with the lack of functionality and integration with our core Academy systems. We are working closely with the suppliers to increase the functionality, automation and integration and the next phase of improvement is due for delivery in the Autumn. We are also working closely with the Benefit Fraud Inspectorate's Performance Improvement Team to review all aspects of benefit service delivery to accelerate the rate of performance improvement that we are now beginning to experience.

Council tax performance started well, initially delivering the highest collection rate achieved in Luton, but subsequently slipped back in the subsequent two years, initially as a result of the highest increase in the level of council tax for some time combined with the impacts of the closure of the Vauxhall plant, and last year due to dreadful problems with our private sector billing contractor which impacted adversely on our recovery cycle. We are seeing a revival and the same

## APPENDIX D

issues relating to the Comino implementation. We are seeing early signs of the collection rate moving in the right direction again in the early months of the current year. All of this was despite the IRRV reviewing all of our processes and policies in pursuit of performance improvement in this area.

Non Domestic Rates blipped in 2002/3 but was the 7<sup>th</sup> highest collection rate ever in Luton last year and is already improved in the early months of this year (Comino has not yet been implemented on Non Domestic Rates).

The other major disappointments have been that the target for relocating the service on one site has not been met as the corporate property review is not yet in a sufficiently advanced state to allow for such movement at present, and the lack of SLA's from internal service providers which may have assisted us to control our budgets and monitor their performances more effectively (although we do have our own SLAs in place with external agencies (VOA, DWP, Pensions Service, registered Social landlords etc.)

A second review, in partnership with PMSU, is now under way to review the potential to move the back office processing functions relating to Education Awards, Free School Meals and Uniform allowances into the Revenues/benefits processing area.

Work on the pilot implementation of a corporate debt policy is continuing, but delayed. We have recently reached agreement with CAB and Housing on the pilot implementation. We are now awaiting CAB detailed funding requirements whilst requisitioning the necessary and enabling software changes to the Housing In-House system. The pilot is now likely to start in December of this year.

**Best Value Review – Improvement Plan 2002 – 2006 (Rev 8/6/04)**

(RMT = Revenues Management Team)

Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
	<b>SERVICE COSTS (Reduce)</b>				
1.1	Maximise Housing Benefit Subsidy	NE/PT	01/04/2002	1/04/2002	Implementation of new Fraud Strategy
1.5	Ensure caseload vs FTE levels are maintained (minimum cost vs maximum output)	NE/AJ/PA	01/10/2002	Ongoing	Assess and adjust staffing in line with reducing caseload 'Step Change' (forecast for VF introduction) <ul style="list-style-type: none"> <li>VF Steering Group in place</li> <li>30/4/02 – reduced by 2 RAs</li> </ul>
1.6	Implementation of Introducing DIP within R & B	PW/CY	01/04/2003	24/2/2003	Business case prepared for approval by ICTS (Savings vs Cost) CSD report to Executive 18 <sup>th</sup> March 2002
1.11	<b>Arrangement Fees</b>	SG	01/04/2002	1/04/2002	Creation of significant additional fees income
1.12	<b>Bailiff Service improvement</b>	SG	01/04/2002	1/04/2002	Zero service operation costs to be achieved
1.15	<b>Examine Discretionary Reliefs being approved with a view to reduce costs of the service</b>	AJ/NE/CY	28/12/2002	1/06/2002	Reduction to service costs – not taken up by budget challenge group.
1.18	Progress towards all of service being in 1 site to improve efficiency	CY	01/01/2004	Requirement now included in corporate property and accommodation review	1 site –
	<b>SERVICE IMPROVEMENT</b>				
2.2	<b>Replace Payment Books</b>	AJ/PK	01/04/2003	01/04/2003	Annual billing for 2003/2004
2.5	Implement PayPoint for Council Tax	PK	1/4/2002	1/4/2002	Early till late local payment option available
2.6	<b>Implementation of corporate call centre &amp; one stop shop</b>	RMT/CSD	1/2/03 call centre, 1/3/04- 1SS	Staff transferred to CSC 20/01/2003	Revenues service successfully integrated. <i>Dependant upon the success implementation of LBC generally – See CSD Executive report 18<sup>th</sup> March 2002</i>

## APPENDIX D

Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
2.7	Development of Website to include Revenues Services	RMT/CSD	01/04/2002	24/05/2002	Revenues Services successfully incorporated onto the website <ul style="list-style-type: none"> <li>Dependant upon the success implementation of LBC generally – See CSD Executive report 18<sup>th</sup> March 2002</li> </ul>
2.8	<b>Introduction of on line payments &amp; forms for all Revenues Services</b>	RMT	30/09/2003	31/03/2003	<ol style="list-style-type: none"> <li>Investigate options currently available Talk to L B Harrow &amp; CSL re HB form developments (By 31/3/2002)</li> <li>Develop with/through Inter Authority Group (By 30/9/2002)</li> <li>Produce Action Plan of staged Implementation (31/12/2002)</li> <li>Stagger introduction during the period 1/1/2003 – 31/9/2003</li> </ol>
2.12	<b>Explore all options for linking 'Means Tested' areas within LBC together &amp; Housing/Revenues Service to the overall benefit of the customer</b>	CY/LBC	01/11/2002 1/10/2004	HR management services process mapping – suggested restructuring to bring Ed Awards, FSM and Clothing allowances into Revenues Service	Produce Action Plan pulling all areas together where practical . Delayed due to resourcing implications of DIP/workflow & CSC projects – Further investigation in May 03 with Ed Awards reveals less correlation between client groups (esp WFTC recipients and Asylum Seekers) than anticipated. Project modified to provide exchange of IS entitlement and cease information from Revenues to Ed Awards. Ed awards also require entitlement documentation proof to different and unique timescale. Processes will be fully reviewed/re-engineered within the Strategic Business Partnership arrangement recommended in Support Services BV Review.
2.14	Progress towards all of service being in 1 site to improve efficiency	CY	01/01/2004	See 1.18 Requirement now included in corporate property and accommodation review	1 site
2.17	Bring forward recommendations for Corporate Debt Policy and pilot	CY/SG	01/07/2003 1/12/2003	Policy agreed at Executive	Fully implemented throughout Revenues and the other areas of the Council as identified in the Final Policy Scope

## APPENDIX D

	implementation in Revenues Service		01/10/2004	3/11/03 – meeting with CAB on 21/05/04. Costings & software changes now being actioned	
	TRAINING/STAFF				
3.1	Full Performance Management introduced across the service	RMT	01/04/2003	Targets will be set in appraisals carried out during 2003/4	Individual Targets incorporated into Staff Appraisals * <i>Currently team targets in place linked to PI's</i>
3.6	Annual EFQM exercise undertaken	CY	01/01/2003	16/12/2002	Results of EFQM fed into annual BV Improvement Plan
Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
3.8	Increase staffing levels within Customer Services in order to meet demand * PI's under performing	DB/CY	29/04/2002	29/04/2002	Improve PI's performance to meet demand by customers of the service
3.12	Introduce full Investors In People	RMT	01/01/2003 commence 01/04/2005	31/5/2005	Resources enabling full IIP
	SYSTEMS & TECHNOLOGY				
4.3	Work with private sector partners (Anite) to ensure correct operation and functionality of Pericles NDR system – If unsuccessful, examine alternative suppliers for NNDR systems * <i>Must ensure minimal disruption to the service</i>	AJ/NE/SG	01/10/2002	02/12/2002  Little variance from spec – replacement not a viable option	Comparison exercise completed – Assurance achieved that systems Maximum potential obtained (whatever system)
	VERIFICATION FRAMEWORK				
5.1	Full Implementation of the Verification	RMT	Start	4/05/04	Advice given within the 'Health Check' states that VF should

## APPENDIX D

	Framework		30/03/2003 1/05/2003 Complete 1/04/2004		not be introduced without DIP being introduced New VF scheme being introduced 1/4/2004 – intention now to go live with new scheme. Delayed Academy software in test – full live date now 4/5/2004
5.3	Implement the VF modules	RMT	Period 01/04/2002 To 30/3/2003 1/04/2004	4/05/04	Modules implemented to maximise financial reward incentives to LBC offered through the VF scheme – see 5.1
COLLECTION/OTHER INCOME					
6.1	Annual Recovery Strategy	SG/CY	01/04/2003	31/03/2003	Reported to Scrutiny & Executive Committees Feb/March annually To incorporate 5 year 'Vision' for collection – both CT & NNDR
6.3	Produce and implement overpayments policy and improvement action plan	CY	01/12/2003	5/12/03	LBC now has a draft overpayments policy that is being finalised by the Recovery section. The new Portfolio Holder has been briefed concerning the overpayments policy and once finalised it will be presented to the Executive later this year..

## Best Value Review – Management Action Plan 2002 – 2006

(RMT = Revenues Management Team)

Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
	<b>SERVICE COSTS (Reduce)</b>				
1.2	Full Examination of internal recharges	CY/MT	01/10/2002	Commenced 1/7/02- ongoing ¼ ly	Recharges challenged & agreement reached re what are acceptable costs to R & B budgets
1.3	Introduce formal SLA's for all R & B related areas	CY/MT	01/12/2002 01/04/2004	Awaiting 04/5 SLAs	Known costs annually 'One off' costs agreed on an ongoing basis
1.4	Control & Management of Overpayments - Restructure to be introduced	CY	1/7/2002 Now 30/9/02 dependent on HR issues.	31/8/2002	Management under 1 area only <ul style="list-style-type: none"> <li>Recommended within the Health Check both ICTS &amp; ESP</li> </ul>
1.7	IM & Controls costs – scrutinise fully	NE/PK	01/6/2002	Charges reviewed with IM for 2002/3 and subsequent years – full SLA still awaited from ICTS	Establish service charges (negate any 'double counting' possibilities) SLA in place.
1.8	Overtime paid across the service reviewed (see appendix H)	RMT	01/06/2002	9/7/2002	<del>Costs in Overtime reduced by 10%</del> Net reduction in combined salary and overtime budget reduced by 10% of previous year's overtime expenditure.
1.9	An in-depth review of the comparative costs for operating the NNDR service of Peterborough & Nottingham	PW/CY/MT	01/06/2002	Nottingham completed 2/8/02 – Peterbro' completed 13/9/02	To make cost comparisons on a line by line basis. Possible visit to understand how both authorities have achieved top quartile cost performances.
1.10	Complete review of IT costs (Int & Ext)	PW/CY/CD	01/11/2002	31/10/2002	Bring in line to ensure that in house and private sector costs on a 'level playing field'
1.13	Fraud – To increase External Referrals	PT	31/03/2003	31/3/2003 Increased from 37 to 103	Increase Income (In excess of £75 K earned under revised arrangements for Fraud based incentive scheme) Advertising and stuffer campaigns. Staff induction training carried out for Members and all LBC staff.
1.14	Improve technology with Customer	DB	31/03/2003	Call centre	Improve Performance Efficiency (reduce costs)

	Service Unit			opened Jan 2003	Linked to CSD – Executive report 18 <sup>th</sup> March 2002
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## APPENDIX D

Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
1.16	Fraud - Produce Action Plan to maximise referrals and intelligence generation to improve LA income generation	PT	01/10/2002	1/4/2002	Annual campaigns introduced to enable the Increase of Referrals to maximise income for LBC – Start process wef 1/7/2002
1.17	Review cost effectiveness of introducing more payment instalment dates for CT & NNDR payers	CY	01/04/2004	01/04/2004	Balancing cash flow with systems issues introduce additional instalment dates (convenience of payment)
SERVICE IMPROVEMENT					
2.1	<b>Maximise Cr &amp; Dr card payers telephone access/payment facilities</b> Implement 'automated Cr card process' for regular payers	SG/DB  SG	01/04/2003  30/09/2002 01/10/2004	31/03/2003	Implementation of new technology Improved cash received via this method by 5% in 2002/2003  Reduce administration costs and ease accessibility to customers
2.3	<b>Improved Consultation Process Results</b>	DB	31/12/2002 Processes implemented	Ongoing – consultation group now formed.	Upper quartile results achieved (BVPI80 undertaken on a 3 yearly basis)
2.4	Letters generated to be more user friendly	CY	31/3/2003  31/3/2004	24/02/2003	<del>1<sup>st</sup> Stage = Progress with Inter Authority Group &amp; Academy User Group</del> <del>2<sup>nd</sup> Stage = Fully personalise (Systems Limited)</del> Will be delivered through DIP/workflow functionality
2.9	Implement personalised response letters in line with recent Consultation requests from Customers	RMT	01/07/2003	28/03/2003	Consultation response addressed <del>Personalised letters automated from R &amp; B systems where practical</del> Will be delivered through DIP/workflow functionality
2.10	<b>Consider options for a 'Welcome Pack' to all new residents of LBC</b>	AJ	01/07/2003	Not considered required/economic now that Lutonline is published monthly and contains a regularly updated A-z of services/contac	Welcome Pack produced and issued with all new residents Council Tax bills

## APPENDIX D

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2.11	Renaming of the Revenues Service to address responses following recent Consultation	CY	01/04/2003 01/04/2004		New name introduced to easily identify the services provided <ul style="list-style-type: none"> <li>Revenues infers Tax office !</li> </ul>
Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
2.13	Explore potential to minimise times in respect of processing Benefit Application Forms	AJ	01/12/2002	Ongoing	Implement 'Best Practise' for processing of Benefits Applications
2.15	Evaluate the potential for joint working between all Visiting Officers, & Bailiffs within Revenues	RMT	31/12/2002	1/12/2001	Completion of review. Implementation of identified efficiencies/processes
2.16	Rationalise all literature which is received by R & B customers	RMT	01/07/2003	01/03/2003 01/04/2003	1) Letters to be reduced (multiple Benefit Changes) 2) CT Payment Books reduced (multiple Benefit Changes)
2.18	Introduce mechanism for customer feed back from ongoing Consultation programme	DB	01/4/2002 and ongoing	1/4/2002 and ongoing	Performance and feedback information published on notice board in Customer waiting areas Use of Luton Line & Focus Groups
2.19	Consultation results improved across R & B – 'Step Change'	RMT PT AJ SG DB RMT	01/03/2003	Fraud – 30/9/02 NDR – Completed Bailiffs - to be reviewed 01/07/03 Internal customers - being reviewed through liason meetings- ongoing Staff - form issued as part of EFQM exercise – results available mid December	Introduction of :- 3) Consultation re Fraud – surveys early part of 2002 (int & ext) 4) Consultation re commercial customer base (NNDR) 5) Consultation with customers re Bailiffs service 6) Consultation re all LBC internal customers of R & B 5) All R & B Staff to be surveyed

## APPENDIX D

				2002	
2.20	Explore options for implementing nationally recognised quality markers	RMT	31/03/2005		National measures in place
2.21	Maximise Benefit Uptake	DB	01/04/2003 and ongoing	ongoing	Introduce & Maintain :- Paypoint (made available by 1/4/2002), Enquiry facilities @ Supermarkets, Arndale Stand, Radio, Floats in carnivals, explore all other avenues
2.22	Examine transferring all quality work (not standard supervisory and management checks) to Controls Unit	NE	29/03/2002 and ongoing	29/3/2002	QA & Testing Officers undertake all quality work on behalf of the service
Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
	TRAINING/STAFF				
3.2	<b>Re-enforce Training &amp; Policy Unit</b> <ul style="list-style-type: none"> <li>Consideration of appointing 1 extra member of staff – from within R &amp; B</li> </ul>	NE	01/10/2002	10/10/2002	Match service needs to resources
3.3	Performance & Co-Ordinations Officer	CY	31/12/2003 01/04/2004	Implementation of DIP/workflow now requires more fundamental restructure of Controls/Process Units	Review with support services BV review the need to appoint quality member of staff with overall Revenues awareness to meet ongoing challenges :- 1) Performance Management 2) Best Value 3) Co-Ordinator for R & B within LBC
3.4	<b>Examine Training Needs Analysis Options</b> * As recommended within the Health Check	CY	01/03/2003 01/05/2003	01/05/03	Robust system in operation throughout R & B linked with Staff Appraisals Performance appraisals and quality control fault analysis.
3.5	<b>Exchange Visits introduced fully across the Service</b>	RMT	01/07/2002	Ongoing	Exchange Visits to Controls, Fraud, Processing & Bailiffs completed
3.7	Partial restructure to all units to take responsibility for whole parts of the service	CY	30/09/2002	07/05/2002 14/10/02 20/01/2003	Visitors and Bailiffs in one team Dedicated NDR team Telephone enquiries
3.9	Interchange resources between Customer Services & Processing to	AJ/DB	29/03/2003	20/01/2003	Train staff to be multifunctional within these 2 service units <b>Customer Services now transferred to corporate customer services, resourcing</b>

## APPENDIX D

	match Peaks n Trough in workloads				agreed for each service
3.10	Performance Management Training fully in place	RMT	31/3/2003 1/10/2003	1/11/2003	To be progressed during the period 01/4/2002 to 31/3/2003 (Linked to Staff Appraisals to be undertaken March 2002 to September 2002)
3.11	Management Training (Contract Operation)	RMT	31/3/2003 1/10/2003	1/11/2003	To be progressed during the period 01/4/2002 to 31/3/2003
Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
3.13	Implement Policies & Procedures which do not 'Restrict & Constrict' service operation	CY/PW & BV Core Group	01/04/2006		Implementation of Policies & Procedures that address Best Value on an ongoing basis – 'Council wide' – encouraging & not penalising internal service providers where it is proven 'Good Practice & VFM' is in place
3.14	Market LBC Training Arm via Inter Authority Group & Other organisations where appropriate	NE/GG	01/07/2003 Review 1/4/2004	New Portfolio Holder advises that preferred focus is on improving services internally and not focusing on external marketing of LBC services.	Increase training workloads - justifying additional resources being deployed  Additional training for CSC recruitment , tax, pension credits etc has absorbed additional resources for the foreseeable future – this will be followed by VF training. Review in April 2004
3.15	Provide appropriate training for the Training Unit as a whole	NE	01/04/2003	Ongoing	Proficient Training Unit – 'Speculate to Accumulate' Training to operate as a business – to meet demand
3.16	Investment in Training examined fully 1) Equipment 2) Accommodation	NE/GG	01/09/2002	30/9/2002	Resources to meet demand requirements
3.17	Bring up to date Intranet information & maintain	RMT/ Editorial Group	01/01/2004	Awaiting new Intranet software	Maintained database
SYSTEMS & TECHNOLOGY					
4.1	Review all R & B systems batch runs * Paperwork vs time vs cost	RMT	01/07/2002	11/06/2002	Improve efficiency by :- 1. Reduced system down time

## APPENDIX D

					2. Reduce costs – paper 3. Reduce costs – resource time
4.2	Investment needed to provide new technology for the service Potential Purchase of :- Laptops or similar for external visitors/bailiffs Laptops or similar for Managers  DIP = Full Performance Management	RMT	01/07/2003 1/10/2004	01/04/2004 (available on scheduled replacement where required) 01/05/2005	Review available technology and implement Rescheduled in line with VF implementation change – see 5.1, 5.2 HHTs operating on Academy Streetwise – implementation commenced 13/5/04 – now delayed by IM review.
4.4	Examine maximising automation of processes within R & B	RMT	31/12/2004		Full BPR exercise required – joint working now commenced with Academy/Comino – will be limited by budget available
Ref	Action	Resp.	Target Date	Completion Date	Success Criteria
4.5	Examine the feasibility of streamlining systems throughout the Service Currently in place :- 3) CT = Academy 4) NNDR = Pericles 5) Payments = Academy 6) Overpayments = Academy 7) Fraud = Cromis	RMT	31/03/2003  01/07/2003	31/03/2003  24/02/2003	Fraud Academy system functionality examined for compatibility/efficiency  Improved systems links across R & B in line with DIP, eGovernment, and BV 'Best Practice'
4.6	Streamline and reschedule workloads in all areas to avoid 'Peaks n Troughs' and impacts upon PI's	RMT	01/04/2004	01/04/2004	Streamlined internal outputs and external inputs. Performance management now available through Comino. Agreed recovery timetable and service plans now in place.
4.7	R & B to influence longer hours availability in Corporate IM & generic operational aspects	NE/CY & IM	01/04/2004	11/11/2003 – systems now available 0800-1900, although IM support is still more limited	Increased flexibility on IM support to meet service demands

## APPENDIX D

	VERIFICATION FRAMEWORK				
5.2	<b>Assess the need for improved software/hardware for visiting officers</b>	CY/PT/SG	30/9/2002	30/9/2002 (funding proposals form carry forward under spend from 2001/2 rejected by budget challenge group)	Systems to match service need, incorporating Verification Framework
	COLLECTION/OTHER INCOME				
6.2	Introduce Housing Rent Collection Working Party	CY/CA	03/06/2002	11/06/2002	Joint Housing Rent Collection Working Party Introduced