



THE  
INSOLVENCY  
SERVICE

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# Corporate Plan





The DTI drives our ambition of 'prosperity for all' by working to create the best environment for business success in the UK. We help people and companies become more productive by promoting enterprise, innovation and creativity.

We champion UK business at home and abroad. We invest heavily in world-class science and technology. We protect the rights of working people and consumers. And we stand up for fair and open markets in the UK, Europe and the world.

The Insolvency Service, as an Executive Agency of the DTI, has a major role to play in supporting this objective. We do this by ensuring that financial failure is dealt with fairly and effectively, thereby encouraging enterprise and deterring fraud and misconduct.

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## 1. Introduction

The strategy for The Service identifies three main objectives in support of the mission of dealing fairly and effectively with financial failure.

- Promote a fair and effective framework for entrepreneurial activity
- Lessen the burden of financial failure
- Provide a better deal for all our stakeholders

The strategy document also identifies three main enablers that will help The Service to achieve these objectives.

1. First and most importantly our success rests with our people. We are committed to building and developing a high performing and diverse workforce.
2. Secondly, we also need to make effective use of our resources by developing an efficient and effective workplace.
3. Thirdly, we have implemented a transformational and structured Change Programme that drives organisational improvement in the delivery of services to our stakeholders and raises the skills of our staff.

This plan sets out how we will achieve these objectives by drawing on our enablers. It identifies activities and targets related to these. It also sets out the resources needed to achieve these objectives. Furthermore, it identifies the risks associated with the achievement of the objectives and enablers.

The targets are divided into three groups:

- **Published targets:** Targets that are agreed by our Minister and announced in Parliament.
- **Shadow targets:** Targets that address areas where information about current levels of achievement are not yet available. The intention will be to establish a baseline in 2004-05 and then set targets for improvement in 2005-06.
- **Internal targets:** Information needed for internal performance management.

This plan is supported by an Agency delivery plan as well as by Directorate and Regional delivery plans. The delivery plans ascribe ownership of the activities, targets and milestones to ensure accountability and responsibility.

## 2. Chief Executive's Foreword

To say that The Insolvency Service works to support the Department of Trade and Industry's objective of "Prosperity for All" may seem paradoxical given that we work with bankrupts, the directors of failed companies and creditors of both who are unlikely to be paid in full what they are owed. But a transparent and predictable insolvency system, fairly and proportionately enforced is one of the building blocks that can create confidence amongst lenders, investors and borrowers. The reputation of the Official Receiver and of all our staff is based on their doing just this in a fair, impartial and independent way. In this way our professionalism supports the working of the credit economy, encourages responsible risk-taking and promotes investment - three factors vital to the success of the DTI's mission. At the same time our enforcement work, particularly disqualification, helps to drive up standards of corporate and commercial behaviour.

Over the past year The Service has once again achieved the targets set for it despite a sharp rise in the number of personal insolvencies that was only partially offset by the fall in the number of compulsory liquidations. When account is taken of the slight fall in the number of claims made for redundancy payments it seems clear that, for the moment, the health of the economy is the factor that drives a reduced number of liquidations and redundancies, whilst the rise in bankruptcies seems to be a function of the level of increasing consumer indebtedness and attitudes to credit and debt.

The increased target for user satisfaction is being met, indeed handsomely exceeded, whilst operational targets continued to be delivered to a high standard in offices up and down the country. Our commitment to being a customer-focussed organisation will be reinforced when we reapply for Charter Mark accreditation on 31 March 2004.

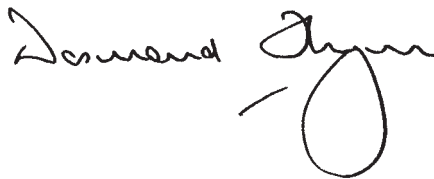
At the same time as The Service has continued to deliver its operational objectives a great deal of work has gone on in relation to the coming into force of the Enterprise Act 2002. In the policy area there has been a major effort to produce the new rules, regulations and statutory instruments which are needed to make the insolvency reforms work in practice. In doing so we have worked with a number of partners in government, in the legal and insolvency professions and, particularly, with the Insolvency Rules Committee. There has also been a great effort to explain and consult on the reforms with a wide range of stakeholders with talks being given and seminars held up and down the UK. As a result the corporate provisions of the Enterprise Act 2002 (principally the abolition of Crown preference and the streamlining of the administration procedure to make it a more effective vehicle for company rescues and value maximisation) came into force on 15 September 2003 and everything is now in place to enable the personal insolvency provisions to come into force on 1 April 2004.

The recruitment of a large number of trainee examiners and the creation of a new grade of examiner has meant a significantly increased amount of time and resource has been devoted to training over the past year. As an IIP

accredited organisation we know that this represents an investment for the future and we will be looking to reap the benefits of that investment over the coming years. We will certainly need to rise to the challenge of delivering the government's reform agenda both as regards the Enterprise Act and public services. The introduction of Bankruptcy Restrictions Orders, the new way of dealing with bankrupts' homes and the early discharge procedure are very significant changes to the way bankruptcy has operated for over a hundred years. In addition, a new way of financing The Service's operations will mean that we will be able to be more responsive to changing caseloads. The complexity of those arrangements will also mean that we will continue to need to develop our financial and management information systems as well as developing a more commercial approach to case administration.

Our aim is to drive down the real cost of everything that we do and so produce increased benefits for creditors in insolvent estates and for the taxpayer - those who, ultimately, pay for what we do. So apart from investing in our people, we are continuing to invest in new systems which will facilitate greater e-access by our customers and increased flexibility in the way, and where, we work.

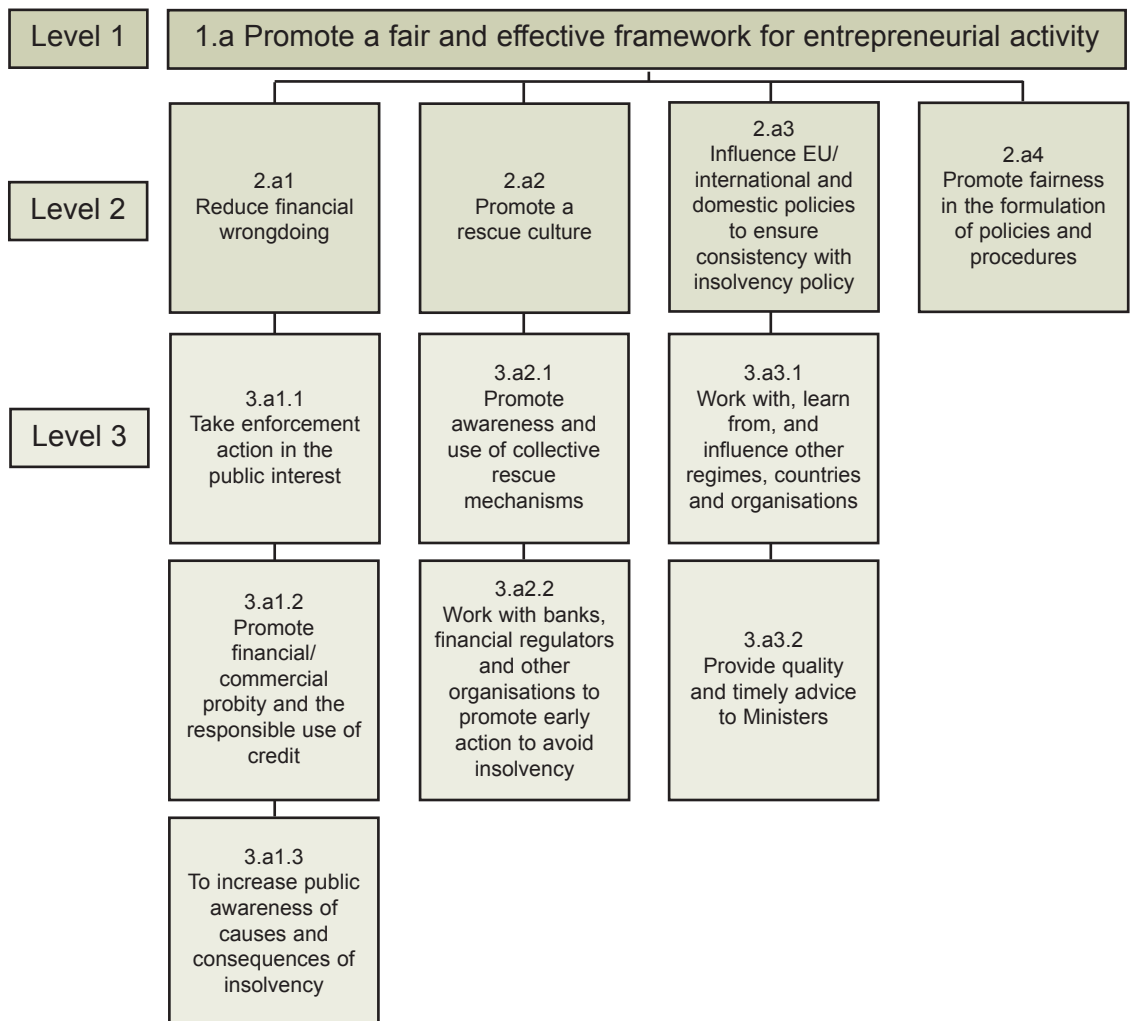
If 2003-04 has been a year of investment and preparation, 2004-05 must be a year of delivery. The new responsibilities placed on The Service by the Enterprise Act reforms represent a challenge we are now well equipped to face. We have significant extra, highly trained resources in place and a clear understanding of what is required of us. I am sure that we will achieve our goals brilliantly and be recognised as giving excellent public service, value for money and a real customer focus.

A handwritten signature in black ink, appearing to read 'Desmond Flynn', with a large, stylized flourish at the end.

Desmond Flynn  
Inspector General and Agency Chief Executive

### 3. Objective 1 - Promote a fair and effective framework for entrepreneurial activity

We have identified four level 2 objectives and seven level 3 objectives associated with this objective. These are:



#### Activities

The main areas of activity we will undertake to achieve the objectives are:

- Form an Evaluation Group which will agree The Service's high level evaluation strategy and research priorities; reporting periodically to the Directing Board and annually to the Steering Board. The evaluation strategy will include monitoring and evaluation of the Insolvency Act 2000 and of the Enterprise Act 2002.
- Work with the DTI's Company Law and Governance directorate on changes to company law and other issues relating to accounting and auditing standards and corporate governance issues in general.
- Work with the DTI's Consumer and Competition Policy directorate on the follow up actions to the Consumer Credit White Paper, and with other government departments on indebtedness issues in general.
- Take enforcement action in the public interest at the earliest possible stage.

- Gain maximum publicity for enforcement outcomes and publicise information about the types of behaviour that will result in enforcement action.
- Survey investors, business and other stakeholders on their view of our enforcement regime.
- Consult and liaise with DTI and other government departments on insolvency-related issues and be a member of and attend EU working groups, where appropriate.
- Work with the International Association of Insolvency Regulators (IAIR) on matters of common interest and contribute to the development of broader international regulatory issues.
- Implement UNCITRAL Model Law on Cross-Border Insolvency.
- Contribute to the International Monetary Fund/World Bank country review of UK insolvency.
- Work with the insolvency profession and financial community on the use of rescue mechanisms.
- Actively engage with the British Bankers Association, Financial Services Authority, Institute of Credit Management and other business sectors on the promotion of a rescue culture.
- Monitor and review the enforcement activity in 2005-06 to ensure that processes are operating at maximum efficiency.
- Support Ministers by providing timely advice and responses to ministerial correspondence.
- Ensure fairness in the creation of new policies and procedures.
- Establish a new benchmark unit cost system for the enforcement activity.
- Move to a system of project working in the policy area.

#### **Published targets**

- Reduce average time for securing a disqualification to 22 months.
- Reply to 100% of letters from Members of Parliament delegated to the Chief Executive within 10 working days.
- Reduce the cost of enforcement activity by 4% in 2004-05 and establish a new benchmark unit cost for it; and for 2005-06 increase enforcement outcomes by 41% and reduce the unit cost by 25%.
- Move to a system of project working in the policy area and reduce costs by 9% in 2004-05.

#### **Shadow targets**

- Establish in 2004-05 the percentage of disqualification orders/undertakings obtained against the number of formal notifications of intention to proceed issued and increase it in 2005-06.
- Establish the level of public confidence in enforcement activity in 2004-05 and seek to increase it in 2005-06.

## Risks

- Failure to raise awareness, take steps to counter negative publicity, or make the necessary changes in behaviour consequential on the introduction of the Enterprise Act 2002.
- Banks and financial institutions follow their own agendas and fail to adopt rescue mechanisms.
- Inadequate enforcement regime (either in policy formulation or delivery) which fails to meet the public interest or provide confidence in the insolvency framework.

## Resources

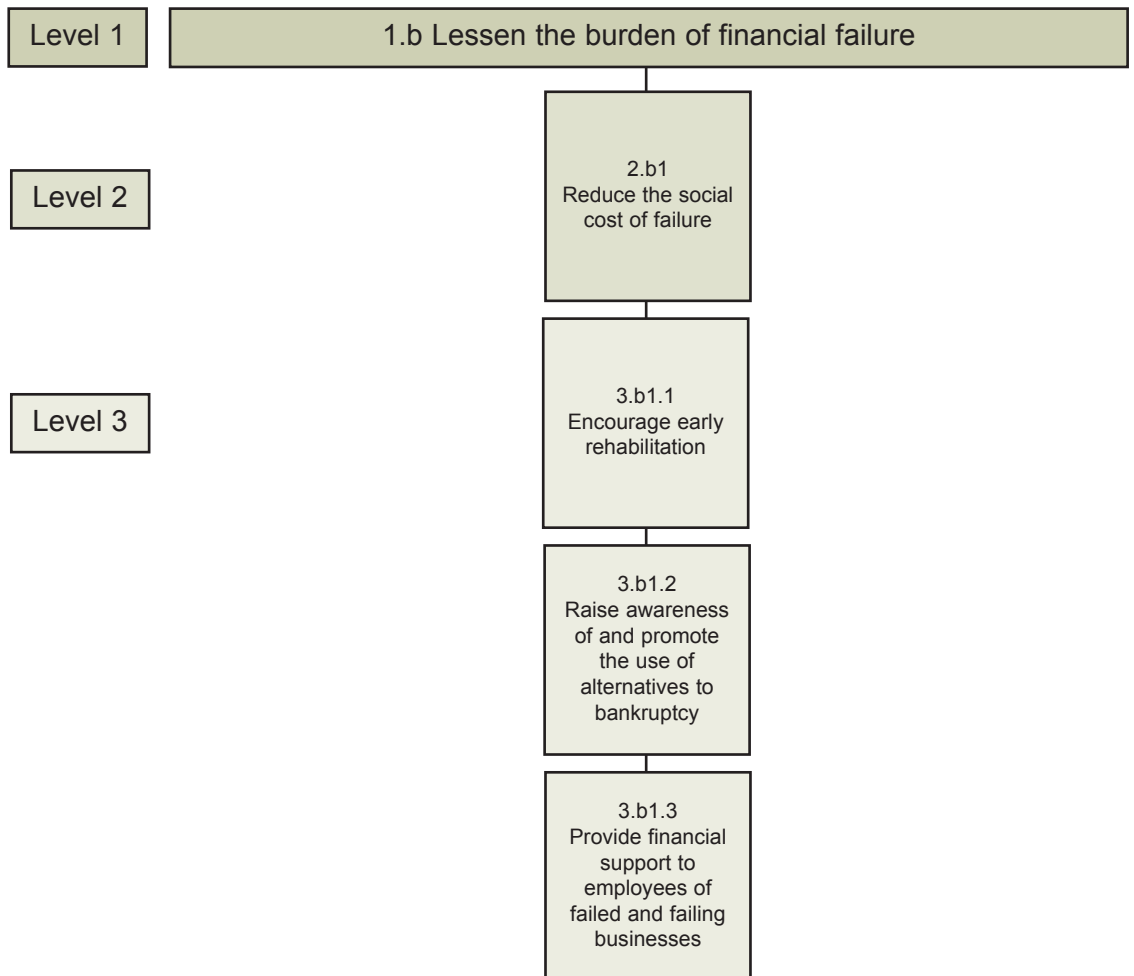
Staff or agents employed in investigation and the identification and reporting of unfit conduct leading to disqualification or the making of a bankruptcy restrictions order. Any legal costs associated with obtaining disqualification orders and bankruptcy restrictions orders. Staff employed in investigation of cases and the identification of cases leading to the prosecution of offences and the overheads associated with this activity. All of which amounts to **£37.3m (04-05) [£39.6m (05-06)]**. The cost is met from a programme allocation of **£34.3m (04-05) [£36.6m (05-06)]** by DTI and **£3m (04-05) [£3m (05-06)]** recovered from disqualified directors.

The 4% reduction in enforcement costs in 2004-05 from a net baseline of £35.7m will be achieved by improving the net return on cost collection and by changes to the investigation process.

Staff costs and associated overheads relating to insolvency policy amounts to **£1.6m (04-05) [£1.6m (05-06)]**. This cost is met from an administrative allocation by the DTI. The 9% cost reduction from a £1.8m baseline will be achieved through moving to a system of project working and by a risk management approach which will reduce the costs of legal advice.

## 4. Objective 2 - Lessen the burden of financial failure

We have identified one level 2 objective and three level 3 objectives associated with this objective. These are:



### Activities

The main areas of activity we will undertake to achieve the objectives are:

- Introduce secondary legislation and work with other government departments on removing unnecessary restrictions resulting from bankruptcy. In addition we will liaise with Cabinet Office to amend guidance to Non-Departmental Public Bodies concerning current restrictions on bankrupts holding office.
- Introduce the new procedure relating to the bankrupt's home and monitor its effect.
- Work with the British Bankers Association to increase availability of bank accounts to bankrupts.
- Conduct a survey of bankrupts to ascertain what the social consequence of their bankruptcy was and use the results to inform policies.
- Evaluate the post bankruptcy Fast Track Voluntary Arrangement process.

- Produce leaflets and publish information on the Internet about alternatives to bankruptcy and work with the insolvency profession and others on promoting the awareness of alternative mechanisms.
- Work with the Department for Constitutional Affairs on a non-court-based system of providing debt relief for the socially excluded and issue a consultation document.
- Process claims from former employees of insolvent companies for statutory entitlements and examine the process to ensure that payment is made at the earliest possible opportunity.
- Consider applications for assistance in financial difficulty cases and approve those where there is a good case for saving jobs and a reasonable prospect of repayment to the National Insurance Fund.
- Establish a unit cost system for redundancy payment activity.
- Carry out a review of redundancy payment activity in order to increase manpower productivity.

#### **Published targets**

- Action 90% of redundancy payment claims within 6 weeks.
- Increase the manpower productivity of processing redundancy claims in 2004-05 by 11%.

#### **Risks**

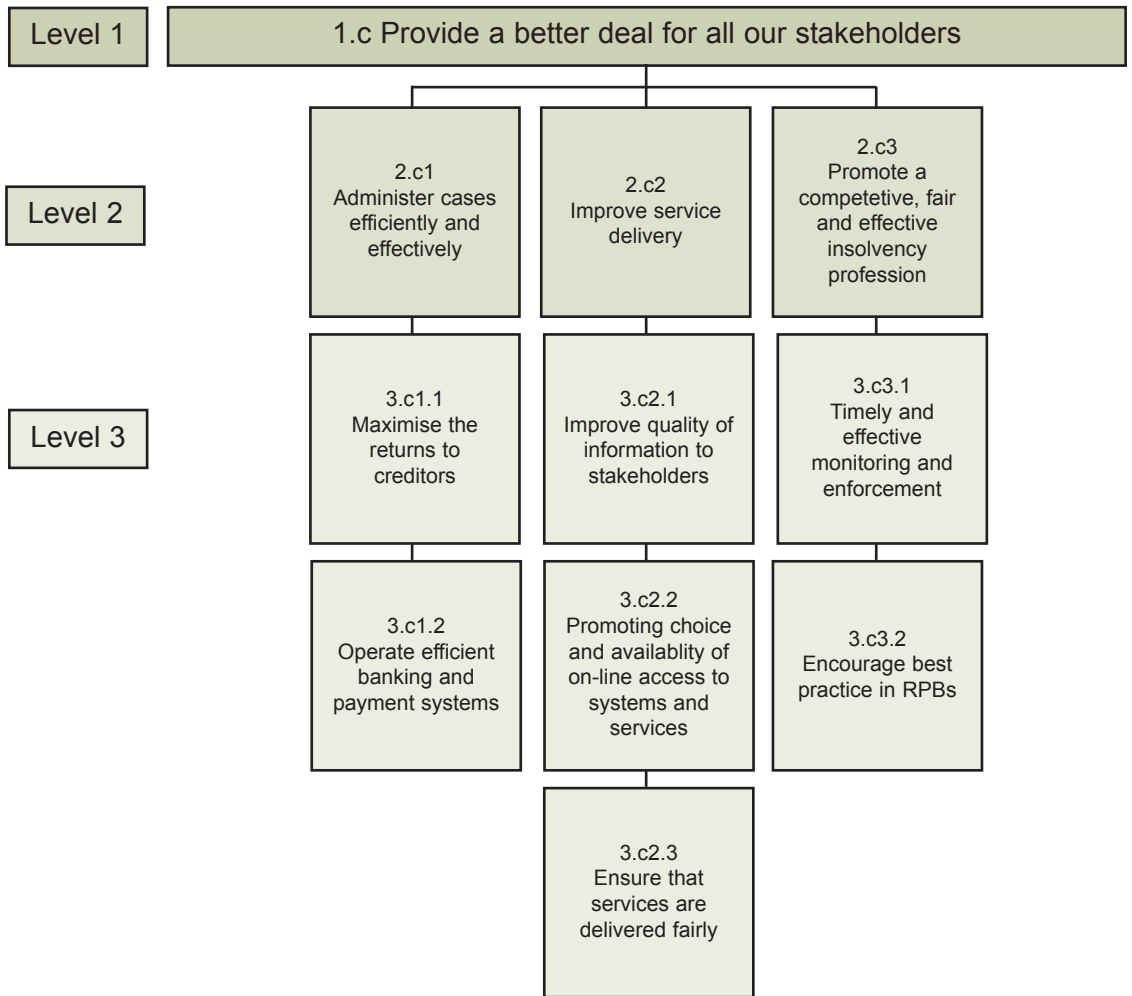
- Incorrect perception of the social consequence of bankruptcy leading to inappropriate use of insolvency procedures.
- A rise in the number of inappropriate applications under the financial difficulty scheme.

#### **Resources**

The staff and related overheads associated with the processing of claims and payments to employees is fully funded by the Inland Revenue. Manpower productivity will be increased by changes to the claims handling process. The staff and related overheads associated with raising awareness, policy, legislation and evaluation are included in the £1.6m policy resources as described on page 7.

## 5. Objective 3 - Provide a better deal for all our stakeholders

We have identified three level 2 objectives and seven level 3 objectives associated with this objective. These are:



### Activities

The main areas of activity we will undertake to achieve the objectives are:

- Maximise the amount collected from Income Payment Orders/Income Payment Agreements where bankrupts can afford to make a contribution to their estates from their income. We will also ensure that the policies and procedures relating to the Official Receiver's realisation of assets when acting as trustee/liquidator are geared to maximising the return generated for creditors.
- Monitor the effects of the abolition of Crown preference and establish the extent of the benefit flowing to unsecured creditors resulting from this.
- Introduce ethnic monitoring systems across The Service to establish the ethnic origin of customer groups. We will introduce monitoring and audit programmes to enable the impact of our policies and procedures on different groups to be assessed and we will carry out a Race Equality Impact Assessment on the discharge process.

- Provide on-line access to the RP1, RP14 (a), Debtor's Petition form and Preliminary Information Questionnaire.
- Provide on-line access to the Individual Insolvency Register, Bankruptcy Restrictions Order Register and Individual Voluntary Arrangement Register and monitor and evaluate usage.
- As part of the introduction of the new processes post Enterprise Act, we will be seeking to improve the quality of the information we provide to creditors. This will be achieved by more informative reports to creditors and by the information issued in connection with discharge. Longer term we will seek to make information available to stakeholders on-line.
- Review the provision of information to our users both through our website and by the use of leaflets. We will also keep under review the provision of information in languages other than English and implement any recommendations arising from the review of our telephone helplines.
- Meet the requirements of the Disability Discrimination Act 1995 for access to services and premises.
- Build upon the efficiencies generated through the centralising of receipts and payments and the modernisation of the IT provision to improve the service offered to customers of the Banking Directorate.
- Review monitoring principles with Recognised Professional Bodies to ensure that they are fit for purpose and work with the Joint Insolvency Committee to strengthen the regulatory impact of Statements of Insolvency Practice. In addition we will agree a memorandum of understanding to ensure that information on Secretary of State licensed insolvency practitioners is reported in the same way as on insolvency practitioners licensed by the Recognised Professional Bodies.
- Evaluate effectiveness of best practice guidance using statistically compliant analysis data; research rates of returns to creditors and encourage greater openness and transparency of fee charging rates prior to the appointment of insolvency practitioners.
- Work towards a more competitive and effective insolvency practitioner regime, promote awareness of the Statements of Insolvency Practice amongst stakeholders and revise the insolvency practitioner regulations.
- Operate at Charter Standards.
- Monitor the impact of the new discharge process to ensure that it is consistent across The Service and achieves high levels of acceptance on the part of creditors and other stakeholders.
- Improve case administration building on efficiencies generated by the modernisation of IT and a process review.
- Identify whether the way in which services are delivered to customers has any differential impact on the various diversity strands.
- Implement a case administration fee monitoring system.
- Carry out a review of the case administration process in order to obtain a reduction in the case administration fee.
- Establish by a survey the level of awareness of the work of The Service.

### Published targets

- Action 98% of Insolvency Service Account payments within 4 days of receipt.
- Increase the percentage of user satisfaction as measured by the User Satisfaction Index from 86% to 88%.
- Retain Charter Mark by Summer 2004.
- Maintain the amount of open cases at no more than 12 months' input.
- By 1 April 2006 reduce the case administration fee from that prevailing at 1 April 2004 by 8.5% on a like for like basis.

### Shadow targets

- Establish by a survey the level of awareness of the work of The Service by 31 March 2005.
- Extend the User Satisfaction Index to include employees of insolvent companies and disqualified directors and establish a baseline.

### Risks

- Perception that the insolvency profession is expensive, unfair and does not serve the needs of stakeholders.
- Investment in service delivery (including e-enabling) does not achieve the intended improvements in quality or usage of those services.
- Failure to retain existing banking customers and to attract new business.
- Where service delivery is dependent on partnership with external bodies, the failure to identify the needs and objectives of the co-deliverer.

### Resources

The staff, case disbursements and overhead costs relating to the administration of 36,000 new compulsory insolvency cases by Official Receivers amounts to **£55.8m (04-05) [£55.8m (05-06)]**. The total cost will be fully recovered from fees charged in insolvency cases.

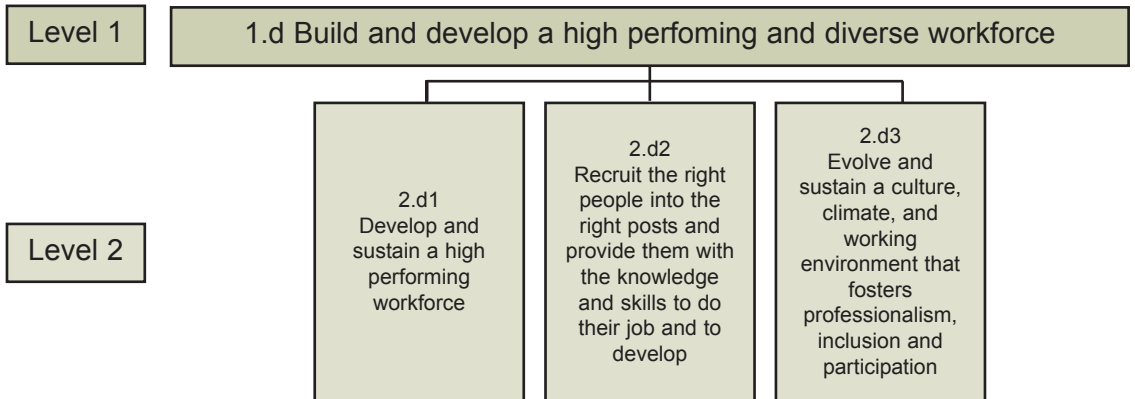
The staff and overhead costs relating to the banking service for insolvency practitioners amounts to **£2.7m (04-05) [£2.7m (05-06)]**. The total cost will be fully recovered from banking fees charged to insolvent estates.

The staff and overhead costs associated with the authorisation, monitoring and regulation of insolvency practitioners amounts to **£0.6m (04-05) [£0.6m(05-06)]**. The total cost will be recovered from fees charged to insolvency practitioners or to their regulatory body.

Disbursements in public interest cases and certain disbursements in other compulsory insolvency cases where the disbursement cannot be paid out of the assets of the case or from fees amounts to **£0.5m (04-05) [£0.5m (05-06)]**. This cost will be met from a programme allocation by the DTI.

## 6. Enabler 1 - Build and develop a high performing and diverse workforce

We have identified three level 2 objectives associated with this enabler. These are:



### Activities

The main activities we will undertake in relation to this enabler are:

- Increase the awareness of diversity as a business driver and monitor our policies and procedures to gauge their impact.
- Build links with local communities to encourage job applications from minority groups.
- Monitor sick absences and ensure effective management systems are in place.
- Introduce competency-based recruitment and ensure that we have effective recruitment and induction programmes.
- Maintain the suite of bespoke insolvency qualifications and consider the scope for expansion to include a management qualification.
- Encourage good management practice by maintaining and developing the Management Development Programme.
- Maintain Investors in People standard.
- Promote life-long learning.
- Agree and embed a shared set of values and align HR processes.
- Encourage collective leadership and the communication of common messages through the activities of the Leadership Group.
- Carry out a staff survey in June 2004 and evaluate the results in September 2004.
- Maintain an effective performance management and reward system.
- Maintain and further develop good working relationships with the Agency Trade Union Side primarily through the Whitley system.
- Maintain and further develop effective business planning processes including devising and implementing a management information system to report against the Agency delivery plan.
- To have in place management systems to maximise efficiencies through alternative working practices.

### **Published Targets**

- Retain Investors in People accreditation in January 2006.

### **Shadow targets**

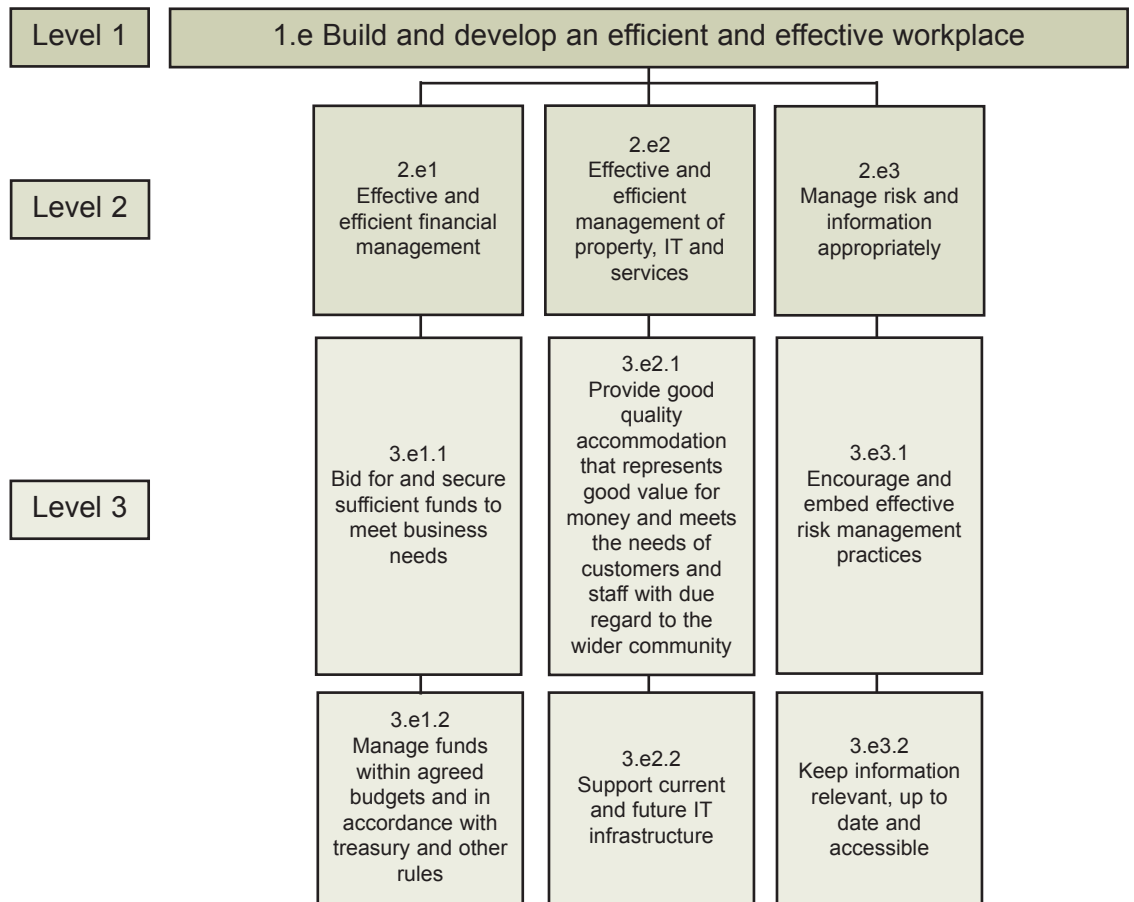
- Establish a staff satisfaction index baseline in 2004-05 and seek to increase it in 2005-06.

### **Risks**

- Failure of Human Resources framework to meet business needs in relation to the recruitment and development of staff.
- Insolvency Service Human Resources framework inconsistent with emerging government agenda.

## 7. Enabler 2- Build and develop an efficient and effective workplace

We have identified three level 2 objectives and six level 3 objectives associated with this enabler. These are:



### Activities

The main activities we will undertake in relation to this enabler are:

- Comply with DTI procedures for bidding to secure funds, monitor spend against budgets and forecast accurately the outturn against budgets.
- Produce a revised accommodation strategy in the light of the recommendations of the enabling change project.
- Consolidate the payments we make wherever possible, to reduce the administrative burden and the cost of processing.
- Carry out reviews/audits as agreed by the Audit Committee and disseminate best practice arising from the recommendations.
- Develop a knowledge management strategy.
- Establish processes, awareness amongst staff and a system for dealing with requests to enable successful compliance with the Freedom of Information Act 2000.
- Devise and implement a media strategy.
- Maintain a business continuity plan.

- Carry out Health and Safety audits.
- Pay invoices in a timely manner.
- Monitor the implementation of the new financial regime and ensure that fees raised from stakeholders match the costs of services delivered.
- Maintain the ability and integrity of all IT systems from 8am - 5:30pm, Monday to Friday.

#### **Published targets**

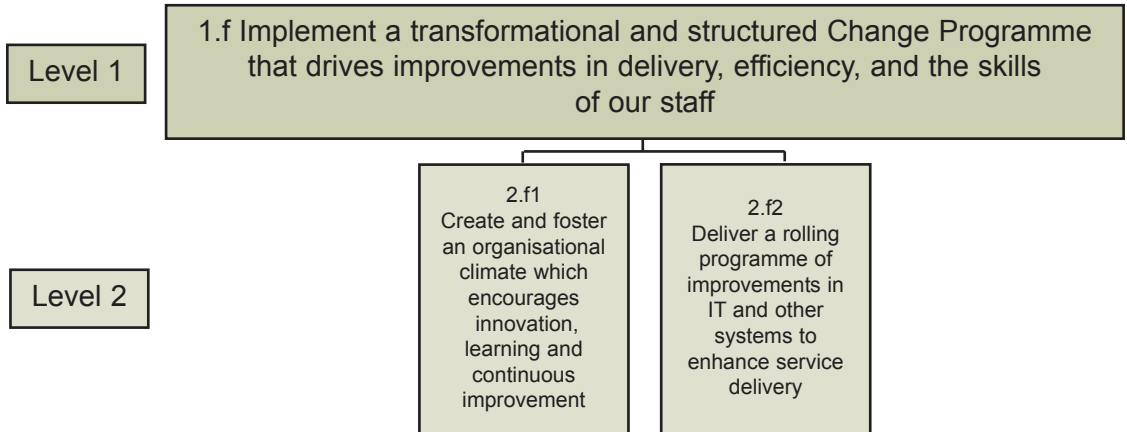
- Action 100% of invoices for payment within 30 days of receipt, and 97% within 20 days.
- Further reduce the costs of the accommodation and procurement functions by 8% by 1 April 2006. This follows the anticipated reduction of 6.3% in 2003-04.

#### **Risks**

- The new financial regime results in a shortfall of income relative to the profile and number of cases to be administered.
- Critical failure of IT systems.

## 8. Enabler 3 - Implement a transformational and structured Change Programme that drives improvements in delivery, efficiency, and the skills of our staff

We have identified two level 2 objectives associated with this enabler. These are:



### Activities

The main activities we will undertake in relation to this enabler are:

- Deliver a replacement banking system. This will enable the delivery of the new financial regime and provide a platform for future e-banking developments.
- Progress the use of workflow technology in our case handling systems.
- Design and implement replacement case management systems using appropriate technologies.
- Deliver a solution for the National Archive's accreditation in respect of The Service's records management.
- Complete the rollout of the Document Production solution.
- Commence work on the approach to, and potential of, Document Management.
- Raise the IT skills base by extending the use of the European Computer Driving Licence.
- Become recognised as a centre of excellence for programme and project management and seek Office of Government and Commerce Gateway reviews of projects where appropriate.
- Raise awareness of the Change Programme across The Service.
- Improve the delivery of internal services to users by the use of published standards and/or Service Level Agreements.
- Initiate the i-Solv project and complete Phase 1 which will include the initial infrastructure, base systems and forms relating to RP1, RP14 (a), Preliminary Information Questionnaire and Debtor's Petition being converted to an electronic format.
- Complete Phase 2 of the i-Solv project which will enable electronic interaction with stakeholders.

- Transfer and integrate the Redundancy Payments Directorate IT systems into The Service's infrastructure.
- Develop the vision of where The Service will be in 2007-08; the way in which services will be delivered and the business case for the IT investment showing the expected return on that investment.

### Risks

- The failure of IT projects to be supported by adequate business cases, to be delivered to time, to budget and to specification.
- Failure to communicate the vision, the benefits of change and the process by which it will be achieved.
- Insolvency Service IT strategy not consistent with existing or emerging government agenda.

## 9. Annex A: Assumptions made in this plan

### Planning Assumptions

	2004-05	2005-06
New insolvency cases		
■ Compulsory liquidations	5,200	5,200
■ Other corporate insolvencies	11,500	11,500
■ Bankruptcies	30,800	30,800
New redundancy claims	90,000	90,000
Staff	1,765	1,765
Financial resources	£m	£m
OR Admin	55.8	55.8
Enforcement (net)	34.3	36.6
Redundancy Payments*	-	-
Banking	2.7	2.7
Policy	1.6	1.6
IP Regulation	0.6	0.6
Other	0.5	0.5
<b>Total</b>	<b>95.5</b>	<b>97.8</b>

\*The staff and related overheads associated with the processing of claims and payments to employees is fully funded by the Inland Revenue.

**NOTE:**

These figures are indicative pending final allocation being provided by the DTI. They do not include any allowance for inflation or any increase in the employer's superannuation contribution for 2005-06.

## 10. Annex B: Internal Targets

### Level 1a: Promote a fair and effective framework for entrepreneurial activity

- Official Receivers to submit 60% of disqualification reports where there is evidence of unfit conduct within 12 months and 80% of reports within 15 months.
- Conclude 85% of disqualification cases within 30 months and 60% within 24 months.
- Official Receivers to submit 85% of statements of facts of criminal allegations within 10 months, and 100% within 12 months, of discovering the possible offence.
- Insolvency practitioners to submit 95% of D-returns within 6 months.
- Official Receivers to submit 60% of Bankruptcy Restrictions Orders reports within 6 months of the Bankruptcy Order.
- Official Receivers to submit 70% of Bankruptcy Restrictions Orders reports within 7 months of the Bankruptcy Order.
- Official Receivers to submit 80% of Bankruptcy Restrictions Orders reports within 8 months of the Bankruptcy Order.
- Official Receivers to submit 95% of Bankruptcy Restrictions Orders reports within 9 months of the Bankruptcy Order.
- Reply to a 100% of ministerial letters and parliamentary questions within set deadlines.
- Evaluate the Insolvency Act 2000 by December 2005.
- Evaluate the Enterprise Act 2002 by April 2007.
- Implement UNCITRAL by March 2005.
- Contribute to the International Monetary Fund/World Bank review by December 2004.

### Level 1b: Lessen the burden of financial failure

- Survey bankrupts on what the social consequence of their bankruptcy was by February 2005.
- Issue consultation document on a non-court-based system for debt relief by Autumn 2004.
- Issue an interim evaluation of the new procedure relating to the bankrupt's home by April 2005 and annually thereafter.
- Issue an interim evaluation of the Fast Track Voluntary process by April 2005 and annually thereafter.
- Make a decision on applications for assistance in making redundancy payments from firms in financial difficulty within 4 weeks of receiving a completed application.
- Establish a unit cost system for the redundancy payment activity by 31 December 2004.

## Level 1c: Promote a better deal for stakeholders

- Answer all telephone calls within 16 seconds between 9am and 5pm, Monday to Friday.
- Answer all general enquiries made to our Central Enquiry Line on first point of contact. Respond to enquiries that cannot be answered immediately within 24 hours.
- Reply to all correspondence requiring a reply within 15 working days of receipt. If more research is needed before a reply can be sent, issue an interim reply within 5 working days indicating when a substantive reply can be expected.
- See visitors with an appointment no later than 5 minutes after their fixed appointment time.
- See visitors that do not have an appointment within 10 minutes of their arrival.
- Where a telephone interview has been arranged, telephone the bankrupt within 5 minutes of the agreed time.
- Post 95% of bank giro credit receipts on day received or day following set-up if later.
- Post 95% of transfers from Official Receivers on day of receipt subject to set-up.
- Compile 100% of investment schedule and bank instructions by day following receipt of insolvency practitioner's instructions.
- Calculate and dispatch 95% of half yearly interest statements within 10 days.
- Agree a memorandum in relation to insolvency practitioner reporting information by December 2004.
- Carry out a Race Equality Impact Assessment by December 2005.
- Identify whether the way in which services are delivered has a differential impact on diversity strands by June 2005.
- Provide on-line access to the RP1, RP14 (a), Debtor's Petition and Preliminary Information Questionnaire by December 2004.
- Provide on-line access to Individual Insolvency Register, Bankruptcy Restrictions Orders Register and Individual Voluntary Arrangement Register by May 2004 and evaluate usage by April 2005.
- Comply with Disability Discrimination Act 1995 by October 2004.
- Evaluate quality of information provided by creditors under the Enterprise Act 2002 by April 2005.
- Monitor the impact of the discharge process to ensure that it is consistent across The Service and achieves high levels of acceptance on the part of creditors and other stakeholders by April 2005.
- Monitor the effects of the abolition of Crown preference and establish the extent of the benefits flowing to creditors by April 2005.
- Implement a case administration fee monitoring system by 1 September 2004.
- Review insolvency practitioner regulations by April 2005.

### **Level 1d: Build and develop a high performing and diverse workforce**

- Submit annual pay remits within 6 weeks of receipt of Treasury Guidance.
- Negotiate and introduce a bonus scheme by August 2004.
- Hold four Agency Whitley meetings annually and regional ad hoc meetings.
- Produce a project plan for creating the strategy, corporate and delivery plans for 2005-06.
- Devise and implement a management information system to report against the Agency Delivery Plan by July 2004.
- Produce the recommendations of the enabling change programme by November 2004.
- Report annually to the Training Strategy Group on the Management Development Programme.
- Maintain the Adult Further Education budget and report annually to Training Strategy Group.
- Reduce the absences due to sickness to below the average of similar sized agencies and other government departments.
- Evaluate the staff survey and draw up an action plan by September 2004.
- Have 11% of Band B posts occupied by staff from ethnic minority background.
- Have 43% of Band C posts held by women.
- Have 9% of Band C posts occupied by staff from ethnic minority background.
- Have 22% of Band D posts held by women.
- Introduce competency-based recruitment by May 2004.
- Agree and embed a shared set of values and align HR processes by December 2004.
- Hold regular meetings of the Leadership Group.

### **Level 1e: Build and develop an efficient and effective workplace**

- Manage resources allocated within each business function within 1% of allocation.
- Conduct an interim evaluation of the new financial regime by April 2005.
- Have no priority 1 recommendations from National Audit Office.
- Have no priority 1 recommendations from Internal Audit.
- Publish 100% of Corporate Governance Section reports within the agreed time scales.
- Have no more than 5% of Corporate Governance key findings classified as 'red' (i.e. serious or significant weakness requiring immediate action).
- Launch a media strategy by September 2004.
- Produce a revised accommodation strategy by November 2004.
- Develop a knowledge management strategy by October 2004.
- Maintain IT system availability at 98% of helpdesk hours.

- Carry out an annual office Health and Safety audit.
- Introduce processes to ensure compliance with the Freedom of Information Act 2000 by December 2004.
- Report on business continuity to be submitted to Corporate Governance Group annually.
- Increase the average value of payments made in respect of invoices.

**Level 1f: Implement a transformational and structured Change Programme that drives improvements in delivery, efficiency and the skills of our staff**

- Obtain green status on Office of Government and Commerce "Gateway" reviews.
- Deliver replacement banking system by March 2005.
- Deliver workflow technology by April 2007.
- Deliver case replacement systems by April 2007.
- Complete Document Production rollout by December 2004.
- Commence work on the approach to, and potential of, Document Management by August 2004.
- Deliver i-Solv project Phase 1 by December 2004.
- Deliver i-Solv project Phase 2 by August 2005.
- Deliver Redundancy Payments Directorate IT infrastructure integration by December 2004.
- Deliver a pilot solution for the National Archive's accreditation by October 2004 and a final solution by December 2005.
- Increase the number of staff with the European Computer Driving Licence.
- Raise awareness of the Change Programme across The Service from the survey baseline of 84%.
- Develop the vision of where The Service will be in 2007-08; the way in which services will be delivered and the business case for the IT investment showing the expected return on that investment by November 2004.

## 11. Annex C: Indicators

### Level 1a: Promote a fair and effective framework for entrepreneurial activity

Number of valid calls to the disqualified director's hotline.  
Number of invalid calls to the disqualified director's hotline.  
Number of hotline questionnaires received.  
Number of hotline questionnaires acted upon.  
Number of statements of facts accepted.  
Breakdown of allegations by offence and number.  
Number of convictions obtained.  
Number of warning letters sent.  
Breakdown of convictions by offence and number.  
Number of S216 breaches rectified.  
Number of S218 (4) complaints received.  
Number of S218 (4) complaints acted upon.  
Number of investigations by other organisations in which assistance was given.  
Number of D1 reports received.  
Number of D1 reports targeted for allocation.  
Number of disqualification investigations undertaken and concluded in the public interest.  
Number of disqualification cases not proceeded with (i.e. post S16 pre-issue).  
Number of disqualification cases withdrawn post-issue of proceedings.  
Number of disqualification cases lost (i.e. in court).  
Number of disqualification orders obtained.  
Number of pre-issue disqualification undertakings accepted.  
Number of post-issue disqualification undertakings accepted.  
Breakdown of disqualifications by period.  
Breakdown of disqualifications by allegations made out.  
Number of Official Receiver investigations undertaken and concluded in the public interest by age.  
Breakdown of Disqualification Unit investigations that result in no enforcement action by age.  
Number of Bankruptcy Restrictions Orders (BROs) obtained.  
Breakdown of BROs by period.  
Number of BROs applications authorised.  
Number of Bankruptcy Restrictions Undertakings (BRUs) obtained.  
Breakdown of BRUs by period.  
Breakdown of total Bankruptcy Restrictions Orders/Bankruptcy Restrictions Undertakings by allegation.  
Breakdown of BROs by allegation.  
Breakdown of BRUs by allegation.  
Number of visits to The Service by representatives from other countries.

## **Level 1b: Lessen the burden of financial failure**

Number of restrictions on holding office resulting from bankruptcy removed.  
Number of Fast Track Voluntary Arrangements.  
Number of Company Voluntary Arrangements.  
Number of Individual Voluntary Arrangements.  
Number of applications for financial difficulty assistance.  
Number of rejected applications for financial difficulty assistance.  
Recovery rates on financial difficulty cases.  
Number of jobs saved in financial difficulty cases.  
Number of RP1 claim forms received from employees.  
Amount of money paid out to employees under employment legislation.

## **Level 1c: Promote a better deal for stakeholders**

Amount recovered per Income Payment Order per bankruptcy.  
Amount recovered per Income Payment Agreement per bankruptcy.  
Number of Income Payment Orders.  
Number of Income Payment Agreements.  
Number of BACS payments by the Banking Directorate.  
Number of open bank accounts.  
Age profile of open liquidation cases.  
Age profile of open bankruptcy cases.  
Number of bankruptcy orders.  
Number of winding-up orders.  
Number of administrative receiverships.  
Number of creditor's voluntary liquidations.  
Number of administrations.  
Ethnic breakdown of bankrupts.  
Ethnic breakdown of directors.  
Ethnic breakdown of employees.  
Number of interim receiver appointments.  
Number of provisional liquidator appointments.  
Average amount paid to creditors in compulsory cases.  
Number of compulsory cases in which dividends were paid to creditors.  
Percentage of compulsory cases in which dividends were paid to creditors.  
Time taken to make first dividend payment by Official Receiver as Trustee.  
Time taken to make final dividend payment by Official Receiver as Trustee.  
Time taken to make first dividend payment by Official Receiver as Liquidator.  
Time taken to make final dividend payment by Official Receiver as Liquidator.  
Total number of objections to discharge.  
Number of valid objections to discharge.  
Number of invalid objections to discharge.  
Number of complaints received via The Service-wide complaints procedure.  
Number of insolvency practitioners licensed by the Secretary of State.  
Number of insolvency practitioners licensed by Recognised Professional Bodies.  
Number of complaints made against insolvency practitioners licensed by the Secretary of State.

Number of complaints made against insolvency practitioners licensed by the Recognised Professional Bodies.  
Number of insolvency practitioner monitoring visits.  
Number of on-line submissions of RP1 forms.  
Number of on-line submissions of RP14 (a) forms.  
Number of on-line submissions of Preliminary Information Questionnaires.  
Number of on-line submissions of Debtor's Petitions.  
Total number of Individual Insolvency Register searches.  
Number of Individual Insolvency Register searches on-line.  
Number of Individual Insolvency Register searches by post.

#### **Level 1d: Build and develop a high performing and diverse workforce**

Staff turnover levels.  
Breakdown of full-time equivalent staff in post.  
Levels of new staff failing probation period.  
Breakdown of permanent staff recruited by race and gender.  
Breakdown of casual staff recruited by race and gender.  
Number of staff gaining recognised qualifications with support from The Service.  
Number of staff attending Management Development Programme modules.  
Ratio of HR Operations staff to total staff.  
Ratio of line managers to total staff.

#### **Level 1e: Build and develop an efficient and effective workplace**

Total number of payments made by Finance Section.  
Number of BACS payments by Finance Section.  
Number of cheques issued by Finance Section.  
Number of days lost due to injuries.  
Number of Corporate Governance Section reviews carried out.  
Number of Corporate Governance key findings.  
Number of Corporate Governance key findings classified as red.  
Number of website hits.  
The extent of positive media coverage.  
Number of priority 2 recommendations in audits carried out by Internal Audit.  
Number of priority 2 recommendations in audits carried out by National Audit Office.  
Number of priority 3 recommendations in audits carried out by Internal Audit.  
Number of priority 3 recommendations in audits carried out by National Audit Office.  
Number of Health and Safety audits carried out.

#### **Level 1f: Implement a transformational and structured Change Programme that drives improvements in delivery, efficiency and the skills of our staff**

Number of staff with European Computer Driving Licence.  
Number of Change Programme staff with PRINCE 2 qualification.

