



The Insolvency
Service

Annual Plan 2018-2019

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Chief Executive's Foreword

As this plan is published, we are handling the largest and most complex insolvency in the agency's history. Through its sheer size and scope, Carillion is touching all corners of the agency, from the official receiver, through to our redundancy payments service and across our enquiry lines. Pausing briefly to reflect on our high-profile work, I am immensely proud of how we have pulled together as one service, delivering swift and high-quality products for both our customers and our wider public stakeholders.

It is, of course, our people who have made this possible; not just those involved with our high-profile obligations, but also those who are delivering our core responsibilities; work that is paramount in supporting our purpose: to deliver economic confidence.

The impact of Carillion's insolvency on the agency's resources is significant, especially whilst we are also delivering a comprehensive change portfolio right across our services. I have every confidence that we will prevail over the challenges that we face, not least because of our highly skilled, professional and diligent workforce; a workforce I am incredibly proud to lead.

Last year saw further improvements to our civil service people survey scores, with increases across most themes, including overall staff engagement. This was particularly pleasing to see when considered alongside the upheaval that change inevitably brings. Such increases would not have been achieved without the hard work and dedication of our engagement champions and the real commitment we have to delivering our services. This year, we will continue to build on those improvements and target top quartile 'high performer' survey scores by continuing to nurture our talent, developing our pay and reward offering and empowering our workforce by further embracing continuous improvement.

The agency works in a complex and occasionally volatile sector. The services we provide are demand-led and, therefore, particularly hard to predict. In recent years, this has made financial forecasting and efficient resourcing more difficult; however, our portfolio of change is designed to deliver a new, more efficient and flexible operating model, with our future financial stability, enhanced value for public money and better quality services at its core. Our portfolio is now well underway as we enter the second year of our five-year programme. This year, we will implement several key infrastructure changes, including greatly improved financial and case management systems and more synergised services. Our change portfolio is driving us towards becoming truly 'one service', and during my biannual round of engagement visits, which sees me touring the country to engage with staff in all of our locations, I really feel the agency is becoming just that: one service, greater than the sum of its parts.



Such ambitious changes could have the ability to impact our performance; however, it is testament to the resilience of the agency that, in this plan, we are committed to targeting either the same or improved levels of performance. I have no doubt that such expectations will remain stretching for the agency, especially as we continue to work on our high-profile cases and deliver our change activities, alongside maintaining our core duties.

We have recently appointed three new non-executive board members, and I would like to take this opportunity to welcome them. Mary Chapman, William Trower Q.C. and Richard Oirschot have joined us following a rigorous recruitment process and I know the agency will benefit from the challenge, knowledge and experience that they bring to our strategic leadership team.

Once again, we have set ourselves ambitious objectives this year, but I have no doubt that we will achieve them with professionalism and enthusiasm. I look forward to the year ahead with eager anticipation, as we pursue even better services for our customers and stakeholders.

Chair of the Board's Foreword

The Insolvency Service plays an important role in supporting the UK economy. In years past, I might have struggled to convince the person in the street of this fact, however, today, in the era of many large high profile insolvencies, that fact is well recognised.

From dealing with the issues arising from a large high street corporate failure, such as BHS, or one that operated in the air, namely Monarch Airlines, or in the construction and services industry as Carillion PLC did, the Insolvency Service has sat astride many of the complex issues that have arisen in these and many thousands of other cases.

I believe, as Chairman of the Board, that we continue to efficiently and effectively navigate our way through these challenging financial waters. I want to express my thanks to every single member of our workforce, who constantly impress me with their commitment and loyalty to public service. It really is a pleasure to meet and talk with them throughout the year.

Our Annual Plan represents an opportunity to communicate to the public how we intend to meet the challenges of the coming year. It outlines our performance expectations and signals our ambitions to become an even better, more efficient and effective organisation in the future.

I hope you will agree with me that these are exciting times for the Insolvency Service, as we both transform our services and structures and continue to deliver a first class service to all of our customers and stakeholders. I commend this Annual Plan to all who read it.

1. Delivery framework

1.1 Strategic delivery

The Insolvency Service is the Government agency that provides public services to those affected by financial distress or failure.

We provide the frameworks that deal with insolvency and the financial misconduct that sometimes accompanies or leads to it. Our aim is a corporate and personal insolvency regime which is regarded as fair and that gives investors and creditors confidence to take the commercial risks necessary to support economic growth.

Our core purpose is to deliver economic confidence; we do this by:

- supporting those in financial distress
- tackling financial wrongdoing
- maximising returns to creditors

We are delivering economic confidence against a backdrop of internal and external changes. Over the past eight years, official receiver case volumes have fallen considerably, requiring us to adapt to a new insolvency landscape and remodel our resources accordingly; however, our expectations are that this downward trend has now plateaued as case volumes have held fairly steady since 2015-16.

During 2018-19, we will continue the delivery of our change portfolio, enhancing our operating model through a series of projects and continuous improvement activity. This work will pave the way for a comprehensive transformation that, by 2021, will:

- result in the modernisation of our service delivery
- ensure that we continue to meet our customers' evolving needs
- provide value-for-money services
- achieve future financial stability

This year, the following elements will support the delivery of our purpose:

Processes

We will implement internal changes, embed continuous improvement and deliver project work, with a view to streamlining our processes and becoming a more efficient agency. This work will lay the foundations for and support the wider delivery of our enhanced operating model, enabling us to become more agile, proactively respond to inevitable fluctuations in the level of demand for our services, and to deliver those services more quickly and at a lower cost.

Customer

We will continue to meet the changing needs of a wide range of customers affected by insolvency or with an interest in the sector, including:

- people who are made bankrupt
- those seeking redundancy payments
- the insolvency practitioners who supervise insolvency proceedings
- directors of failed companies
- those owed money in an insolvency
- victims under The Victims' Code

Gathering more feedback from our customers will help us to better understand their needs, critically evaluate our performance and identify further areas for improvement. More specifically, we will improve our customers' experiences with the agency by implementing a single point of entry for all telephone enquiries, smoothing their interactions with us and enabling us to handle their queries more efficiently.

People

We want employees to be highly engaged in delivering for our customers and well-supported to meet the needs of a changing organisation and will continue to build a confident, professional and high-performing workforce that feels both recognised and rewarded for their work and dedication. This will be underpinned by our workforce strategy, as we nurture our talent, harness our diversity and develop our people.

Policy

Continuing our work with ministers to develop and deliver policy changes that will further modernise and strengthen the insolvency regime and with our stakeholders to understand the risks and opportunities arising from exiting the European Union.

Infrastructure

By consolidating and synergising our functions, we will become more efficient. Likewise, we will work to improve how our customers interact with us through improved systems and technology. We will also assess and, if necessary, rationalise our estate in line with our customers' needs and operational requirements.

Sustainable resourcing

We will continue to deliver within the scope of the 2015-20 spending review and will develop more efficient ways of supporting our front-line operations to deliver greater value for money.

The following sections of this plan provide further detail on our work and our objectives for 2018-19.

For clarity, and to provide a clear link to how we will deliver economic confidence, we have aligned our activities and performance measures with our core purpose and its three supporting strands (supporting those in financial distress; tackling financial wrongdoing; maximising returns to creditors).

The plan concludes with how our people, infrastructure and resources support and strengthen our service delivery, followed by a summary of the agency's 2018-19 budget.

2. Ministerial targets

Our externally-published targets are set by ministers and drive our performance against the needs of our customers and stakeholders. Our Ministerial targets are shown in the table below:

Ministerial target		2017-18 target	2017-18 performance	2018-19 target
Delivering economic confidence	Per cent of customers ¹ who are satisfied with the Insolvency Service	85% or greater	84%	85% or greater
Supporting those in financial distress	Average calendar days taken to action a redundancy claim	14 days or fewer	13 days	14 days or fewer
Tackling financial wrongdoing	Average time taken to obtain a disqualification	21 months or fewer	20.3 months	21 months or fewer
	Average time taken to obtain a bankruptcy restriction	10 months or fewer	8.8 months	10 months or fewer
Maximising returns to creditors	Per cent of reports to creditors issued within 15 calendar days of an attended interview ²	85% or greater	90%	90% or greater
	Total value distributed to creditors ³	£55m or greater	£55.3m	£55m or greater
Financial management	Expenditure to be managed within budget ⁴	Achieve	Achieved	Achieve

1. a) Debt relief order debtors; b) approved intermediaries; c) bankrupts; d) directors of insolvent companies; e) redundancy payment claimants; f) institutional creditors; g) non-institutional creditors; h) insolvency practitioners.
2. Or where a decision is made that no interview is required or the agreed point of non-surrender.
3. It is unlikely that any of these distributions will relate to Carillion in 2018-19
4. 2017-18 target: Expenditure to be managed within budget and to produce an annual report that is laid before the Parliament summer recess with no audit qualifications

3. Delivering economic confidence

3.1 Objectives

The Insolvency Service provides an internationally-respected insolvency regime that helps to rescue struggling businesses and allows those in unmanageable debt to make a fresh start. This year, we will continue to deliver against the legislative framework for our regime and we will work closely with ministers to develop and deliver policy changes.

Our work is fundamental in supporting the wider Department for Business, Energy & Industrial Strategy's (BEIS) vision: "an economy that works for everyone – so that there are great places in every part of the UK for people to work and for businesses to invest, innovate and grow". In 2018-19, the agency's work will support core elements of that vision as we continue to help build, improve and maintain business and investor confidence and drive responsible business practices. We also support a thriving labour market and a competitive business environment, underpinned by effective governance.

Our work aligns with the Government's plans for "a truly Global Britain"¹. As a result, the UK's preparations to leave the European Union will receive far greater focus this year, as we assess the potential impact of Brexit across the breadth of our services.

This year, we are continuing our work to strengthen corporate governance and the insolvency regime. More specifically, we will be considering proposals to enhance the rules regarding business sales and complex value extraction schemes, including an assessment of the findings from our consultation 'Insolvency and Corporate Governance' published on 20 March 2018, alongside completing an assessment of pre-pack administrations, evaluating their benefits to creditors and determining whether further regulation is required. All of which will allow companies to make better decisions for their own long-term welfare and that of the wider economy, helping improve the UK's global position as an attractive place to invest and do business.

We continue to provide robust oversight of the work of those Recognised Professional Bodies (RPBs) that are responsible for the regulation of insolvency practitioners, using our powers to take direct action against insolvency practitioners where it is in the public interest to do so, and to direct RPBs to take action where we feel necessary.

This year, we will also begin assessing whether the changes to the regulatory system introduced in 2015 to ensure the effective oversight of insolvency practitioners has been successful and whether the power to establish a single regulator under Section 144 of the Small Business, Enterprise and Employment Act 2015 should be invoked. Further, we are planning to conduct a review of Individual Voluntary Arrangements (IVAs) and bulk IVA providers, assessing how appropriately these are being recommended by the industry, with a view to formulating any action by the end of the year.

1. Excerpt from the Government's Plan for Britain: <https://www.gov.uk/government/speeches/the-governments-negotiating-objectives-for-exiting-the-eu-pm-speech>

Working closely with our stakeholder and customer groups remains paramount, and this year we will continue to develop our communication channels, using the intelligence we gather to evaluate and improve our performance and to identify areas of focus, in addition to making more effective use of social media and further improve our customer-facing processes and guidance.

Finally, and following the success of our 2016 and 2017 stakeholder events, we will be holding our third, annual Insolvency Live! in 2018. The event brings together insolvency and debt sector professionals from all across the country, and provides them with an opportunity to hear from the agency and provide feedback on our work.

3.2 Targets

Performance Measure	2017-18 target	2017-18 performance	2018-19 target
3.2.1 Per cent of customers who are satisfied with the Insolvency Service ¹	85% or greater	84%	85% or greater

1. Ministerial target

4. Supporting those in financial distress

4.1 Objectives

We provide a number of services that support those in financial distress, from our online adjudicator service, which takes the stress of attending court out of the debtor bankruptcy process, to our redundancy payments service, which provides vital funds to vulnerable individuals who find themselves out of work, often at very short notice and through no fault of their own.

We also provide debt solutions to some of the most vulnerable people in society through debt relief orders. These are specifically aimed at those with low levels of unmanageable debt, minimal surplus income and little by way of assets. We will continue to deliver these services quickly and professionally, reducing the distress that financial difficulty brings.

This year, work will continue with government on the proposal to develop a ‘breathing space’ to provide further support to those in financial distress, giving struggling debtors protection from creditors whilst they seek financial advice.

Also this year, as part of our change portfolio, we will be improving the ways in which our customers can make contact with us. Currently, whilst we offer some centralised functions, customer contact is, in the main, managed through a number of channels, including individual case workers, helpdesks and switchboards.

To improve our customers’ experience and ease of interacting with us, we expect to implement the first phase of our customer contact strategy, delivering a single point of entry for inbound redundancy payments, debt relief orders, Adjudicator and the Insolvency Enquiry Line telephony enquiries. This will enable us to improve the quality, consistency and speed of our call handling, whilst also enabling us to be more flexible and to intelligently handle demand volumes. Furthermore, our customer contact strategy will be fundamental in supporting the new ways of working that are being delivered as part of our wider change portfolio, enabling us to deliver more efficient services without compromising on quality for our customers.

4.2 Targets

Performance measure	2017-18 target	2017-18 performance	2018-19 target
4.2.1 Average calendar days taken to action a redundancy claim ¹	14 days or fewer	12.7 days	14 days or fewer
4.2.2 Per cent of bankruptcy orders made by the Adjudicator within two working days	96% or greater	98%	96% or greater
4.2.3 Per cent of debt relief orders determined with 48 hours	95% or greater	99%	97% or greater
4.2.4 Per cent of calls to the Insolvency Enquiry Line that are successfully answered	95% or greater	97%	95% or greater
4.2.5 Average speed of answer for the Insolvency Enquiry Line	Within 60 seconds	49 seconds	Within 60 seconds

4.3 Change portfolio milestones

Project	Deliverable	Milestone
4.3.1 Customer Contact	Implement a centralised telephone call and email handling facility within the Business Services Directorate	Quarter three

1. Ministerial target

5. Tackling financial wrongdoing

5.1 Objectives

Our investigation and enforcement activity is fundamental in giving individuals and companies the confidence to conduct business. We ensure that those found guilty of financial misconduct are robustly dealt with by bringing proceedings against individuals and companies in the public interest.

We also have powers to investigate companies that are still trading, and do so following receipt of complaints or other intelligence. These investigations often result in companies being wound up where there is a public interest in doing so, or in our making disclosures to other regulators and prosecuting authorities.

Last year, our remit was widened as we welcomed the former BEIS Criminal Enforcement function, giving us the ability to investigate and now prosecute those who fail to comply with corporate and insolvency law. As a result of our new remit, and to identify and exploit the synergies between our numerous civil and criminal processes, we are now undertaking a detailed end-to-end review of our investigation and enforcement operations. Furthermore, we will also take on additional work this year in collaboration with Companies House, as we begin to prosecute those who have not complied with the Person With Significant Control register; work which will help increase transparency over who owns and controls UK companies, to inform investors and help strengthen corporate governance.

Our work this year will include testing and implementing a more streamlined targeting and triage process for investigation referrals, enabling us to deliver consistent, effective and integrated investigation and enforcement outcomes. We will reinvest our efficiency savings in additional enforcement activities, enhancing our ability to tackle financial wrongdoing, increasing confidence in the marketplace and delivering greater economic value from our public funding.

We are also responsible for protecting creditors and, in a small proportion of bankruptcy cases where we find cause to enquire further, we carry out investigations to ensure both creditors' and the wider public's interests are protected. Where we identify misconduct on the part of those subject to bankruptcy or debt relief proceedings, we place restrictions on their ability to obtain credit in the future. Where we identify potentially criminal offences, we refer them to our Enforcement Team (or other relevant authority) which will prosecute in appropriate cases.

Furthermore, we continue to work on cases that remain firmly within the public interest, including progressing our high-profile investigations into companies such as Carillion, BHS and Keeping Kids Company. Given the level of economic impact resulting from these company failures, we have introduced and will continue to develop a comprehensive oversight function for such cases, ensuring we discharge our responsibilities to the public swiftly but effectively. This year, despite the unprecedented scale of the cases involved, we will continue our investigations into potential misconduct, channelling our experiences to flexibly deploy resources, and utilise our findings to scan for future potential threats to the insolvency regime and wider economy.

5.2 Targets

Performance measure	2017-18 target	2017-18 performance	2018-19 target
5.2.1 Average time taken to obtain a disqualification ¹	21 months or fewer	20.3 months	21 months or fewer
5.2.2 Average time taken to obtain a bankruptcy restriction ¹	10 months or fewer	8.8 months	10 months or fewer
5.2.3 Average months taken to instigate a criminal prosecution ¹	n/a (new)	27.8 months	24 months or fewer

Enforcement outcome planning assumptions	Lower	Upper
5.2.4 Disqualifications	1,235	1,305
Bankruptcy and debt relief restrictions	440	460
Live company investigations	150	160
Criminal Investigations resulting in a decision to prosecute	130	150

5.3 Change portfolio milestones

Project	Deliverable	Milestone
5.3.1 Investigations and Enforcement	Begin implementation of an in-house litigation function for handling disqualification and public interest winding-up proceedings	Quarter two
5.3.2 Investigations and Enforcement	Implement new criminal referral targeting decision and compliance process	Quarter three

1. Ministerial target

6. Maximising returns to creditors

6.1 Objectives

In a healthy market-based economy there will always be individuals and businesses that fall into insolvency. Those who invest in, lend to, or trade with individuals and businesses, need to know that in the event of failure, there will be an efficient and fair distribution of all available assets. Maximising the value of those returns is a key element of our trustee and liquidator work and integral to delivering economic confidence.

This year, as part of our change portfolio, we will continue to address some of the operational complexities that arise from working in a demand-led sector. Official receiver case volumes have fluctuated considerably since the early 2000s and, due to a number of constraining factors, we have not always been able to apply our resources as flexibly as we may have wished.

Our new operating model will enable us to become far more resilient to fluctuations in demand and this year, as we begin the design, modelling and testing phase, we will continue to develop more efficient and effective processes. These will ensure our trustee and liquidator roles deliver increased value for public money, with quicker outcomes and maximised returns to creditors.

Our work this year will lay the foundations, enabling us to implement a more efficient infrastructure that will consolidate similar functions and align similar processes. We will also develop a more flexible and capable agency, as we begin to deal with a wider range of asset realisations where the official receiver continues in office as liquidator or trustee upon the making of the winding up or bankruptcy order.

We will continue to improve the intelligence we hold and utilise it to effectively triage cases, applying proportionate resources to their administration. Likewise, we will continue to improve the quality of the information we send to creditors on insolvent estates, primarily driven through more robust collection of information from insolvent parties, by tackling non-compliance with our procedures and by enhancing the way we deal with assets.

6.2 Targets

Performance measure	2017-18 target	2017-18 performance	2018-19 target
6.2.1 Average calendar days to complete the first interview for debtor bankruptcies	10 days or fewer	6.4 days	Eight days or fewer
6.2.2 Average calendar days to complete the first interview for creditor and complex debtor bankruptcies	21 days or fewer	22.6	21 days or fewer
6.2.3 Average calendar days to complete the first interview for compulsory winding up cases	29 days or fewer	27.9	28 days or fewer
6.2.4 Per cent of reports to creditors issued within 15 calendar days of an attended interview ^{1 & 2}	85% or greater	90%	90% or greater
6.2.5 Value of distributions to creditors ²	£55m or greater	£55.3m	£55m or greater
6.2.6 Per cent of payments from the Insolvency Service Account made within two working days	95% or greater	100%	97% or greater

1. Or where a decision is made that no interview is required or the agreed point of non-surrender.
2. Ministerial target

7. Stengthening service delivery

7.1 Objectives

People

Our workforce is at the heart of the agency, playing a critical role in both delivering our vital services and in driving our performance. It is paramount, therefore, that we continue to nurture their skills and experiences and build on their commitment, enthusiasm and engagement, if we are to deliver even greater services this year and in the future.

Our objective is to enable and encourage our people to be the best they can be, with the valued blend of skills, experience and background that a diverse workforce brings. This year, we will continue to build our apprenticeship and talent programmes to ensure that individuals who demonstrate the right skills, behaviours and leadership are best placed to drive agency performance, contribute to our diversity agenda and are encouraged to learn and develop within the agency.

For our change portfolio to succeed in delivering better services and outcomes for our customers, stakeholders and the wider economy, it is vital that we have the right people, in the right places, at the right times. Therefore, to ensure we have a flexible, talented and effective workforce, we will work to enhance our recruitment processes, improving our access to the market and developing our pay and reward offering, so that we can attract and keep the right people.

It is our workforce that will implement our change portfolio and, ultimately, deliver economic confidence and better value for public money. To ensure success, we will continue to listen to their views from the 2017 People Survey and other engagement channels and, through continuous improvement, empower them to drive positive changes themselves.

Once again, the results of the 2017 People Survey were a great achievement for the agency, with increased positive responses across most themes, including overall employee engagement. We are now considered Civil Service high performers for half of the themes covered by the survey; however, it is crucial that we continue to build upon those findings and use them to underpin our engagement approach as we move forwards.

Infrastructure

Our change portfolio will bring us closer together as we continue to address the silos that sometimes exist between our functions. Our aim is to become one cohesive agency, greater than the sum of its parts, which provides efficient, high quality services, whilst delivering value for public money.

To support our aims, this year, we will continue to embed our continuous improvement agenda, empowering our workforce to identify, own and deliver efficiencies both within their own area of expertise and across our services.

We will harness better technology to change and improve the way we work. This year, we will deliver our new financial management system, replacing our current outdated platforms. We will also implement phase one of our case management system upgrade, providing the foundations that will enable us to deliver our services more flexibly, quickly and efficiently. Furthermore, we will commence replacement of our core IT service provision so that we can continue to meet our statutory obligations, and our corporate and Ministerial targets, both now and in the future.

Such system improvements are fundamental in delivering our change portfolio and implementing our new operating model. They will enable a far more flexible, location-independent workforce, in turn allowing us to consolidate our estate size and spend. This year, we will focus on our largest and most expensive sites and, where possible, and dependent upon operational and customer requirements, we will align them with wider government's estates strategy.

Another key element of our work is our preparation for, and compliance with, the new General Data Protection Regulation. As an agency, we hold large amounts of personal data, so our work to ensure we adhere to the new regulations touches all the services we deliver. This is a huge and important undertaking, and involves careful planning and implementation; however, we are confident that we will be compliant under the new regulations.

Finally, and despite our consistently high customer satisfaction ratings, there will always be a handful of people who are dissatisfied with our services. Thankfully, these are small in number, but it is always important that we learn from any mistakes we may have made. This year, we build on our new, centralised complaints handling process, ensuring that those who take the time to contact us are dealt with fairly and promptly, whilst using the insight we gain as a key tool for measuring the success of our change portfolio in delivering better services for our customers.

Financial position

Delivering within the scope of the 2015-20 spending review, coupled with the variable demand for our services, remains a challenge for the agency. However, our new operating model and the actions identified in this plan will enable us to become a more scalable, flexible and resilient agency.

This year, we will seek further opportunities to enhance value for public money whilst absorbing £13m of transformational change costs, which, as part of our new operating model, will enable us to deliver future workforce and estates savings.

There are several key financial assumptions within our 2018-19 budget, including: case volumes at around 17,400 (compared to 18,100 in 2017-18) and our BEIS funding allocation being £42m.

7.2 Targets

People

Performance measure		2017-18 target	2017-18 performance	2018-19 target
7.2.1	Average working days lost per employee (sickness absence) ¹	Seven days or fewer	8.1 days	Seven days or fewer
7.2.2	Number of apprenticeship starts ¹	30	62	33 (2.3% of the England workforce)
7.2.3	Time to recruit	n/a (new)	53.8 days	50 days
7.2.4	People Survey: Employee Engagement Index	To become a civil service high performer	61% (high performers: 65%)	To become a civil service high performer
7.2.5	People Survey: My work	n/a (new)	79% (high performers: 79%)	
7.2.6	People Survey: Organisational objectives and purpose	n/a (new)	88% (high performers: 87%)	
7.2.7	People Survey: My manager	n/a (new)	77% (high performers: 72%)	
7.2.8	People Survey: My team	n/a (new)	85% (high performers: 84%)	
7.2.9	People Survey: Learning and development	n/a (new)	55% (high performers: 58%)	
7.2.10	People Survey: Inclusion and fair treatment	n/a (new)	82% (high performers: 80%)	
7.2.11	People Survey: Resources and workload	n/a (new)	77% (high performers: 75%)	
7.2.12	People Survey: Pay and benefits	n/a (new)	34% (high performers: 36%)	
7.2.13	People Survey: Leadership and managing change	n/a (new)	51% (high performers: 51%)	

1. Cross-government target

Complaints about our work

Performance measure	2017-18 target	2017-18 performance	2018-19 target
7.2.14 Per cent of complaints answered substantively within 10 days	85% or greater	84%	85% or greater
7.2.15 Per cent of complaints answered substantively within 20 days	95% or greater	89%	95% or greater
7.2.16 Per cent of complaints upheld/partially upheld at tier two	Less than 33%	32%	Less than 32%
7.2.17 Per cent of complaints upheld/partially upheld at tier three	Less than 19%	14%	Less than 14%

Finance

Performance measure	2017-18 target	2017-18 performance	2018-19 target
7.2.18 Expenditure to be managed within budget ¹	Achieve	Achieved	Achieve
7.2.19 Per cent of supplier invoice payments within five working days ²	80%	84%	80%
7.2.20 Per cent of supplier invoice payments within 30 calendar days ²	100%	94%	100%

7.3 Change portfolio milestones

Project	Deliverable	Milestone
7.3.1 Future Finance and Planning System	System goes live	Quarter one
7.3.2 Case Management Services	Contract awarded	Quarter one
7.3.3 Case Management Services	Phase one goes live for Redundancy Payments Services	Quarter four
7.3.4 Desktop and Hosting	Major contracts awarded	Quarters three and four
7.3.5 Telephony and Networks	Contract awarded	Quarter three
7.3.6 Estates	Birmingham site moves to single floor	Quarter four

1. Ministerial target

2. Cross-government target

8. Agency budget

	2017-18		2018-19
	Budget	Outturn	Budget
Income/Funding	£m	£m	£m
Case Administration Net	46.5	45.2	50.8
BEIS funded Investigation (Policy & CET)	40.8	40.4	40.8
Other Fee Funded Activity	14.0	15.0	15.9
HMRC Redundancy Funding	7.3	6.7	7.0
Over Recovery (additional income)	5.8	8.5	3.0
BEIS Non-Cash Funding	1.3	1.4	0.7
BEIS Funded Non-BAU (Brexit)	-	-	0.3
	115.7	117.3	118.5
Operating Expenditure			
Staff Costs - Perm	67.0	61.6	70.1
Staff Costs - Non-Perm (incl. projects)	3.1	4.4	6.0
	70.1	66.0	76.1
IT (incl. projects IT costs)	11.5	9.8	14.3
Estate	10.7	9.5	10.6
Other (incl. non-cash)	12.2	4.8	10.0
Legal	8.2	8.6	7.5
	112.8	98.8	118.5
Operating (Deficit)/Surplus	3.0	18.5	0.0