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THREE RIVERS & WATFORD
SHARED SERVICES
JOINT COMMITTEE



AGENDA

Date: 2 July 2012
Time: 7.30 pm
Place: Town Hall, Watford

Members of the Committee:-

Councillors:-	M Watkin (Chair)	G Derbyshire
	B White (Vice-Chair)	A Khan
	M Bedford	R Sangster

The Joint Committee welcomes contributions from members of the public to its discussion on Part A agenda items. Contributions will be limited to one person speaking for and one against each item for not more than three minutes. Details of the procedure and the list for registering the wish to speak will be available for a short period before the meeting

Item

Page

Part A - Open to the Public

- 1 APOLOGIES FOR ABSENCE / SUBSTITUTE MEMBERS**
- 2 DISCLOSURES OF INTEREST**
To receive any disclosures of interest.
- 3 MINUTES**
To confirm as a correct record the minutes of the Joint Shared Services Committee held on 28 May 2012.
- 4 NOTICE OF OTHER BUSINESS**
To announce items of other business notified to the Secretary of the Joint Committee, together with the special circumstances which justify their consideration as a matter of urgency. The Chairman to rule on the admission of such items. (Note: If other confidential business is approved under this item, it will also be necessary to specify the class of exempt or confidential information in the additional item(s)).

Item	Page
5 ICT UPDATE	
A verbal report will be made on the tendering process for the service and current staffing arrangements.	
6 REVENUES AND BENEFITS UPDATE	1 - 4
This report gives an update on the progress being made to produce the capacity plan and other matters.	
7 CLOSING OF ACCOUNTS	
Officers will provide a verbal update on the closing of the accounts for 2011/12.	
8 PERFORMANCE MANAGEMENT	5 - 24
This report seeks approval to a set of revised performance indicators.	
9 EXCLUSION OF PRESS AND PUBLIC	
The Chairman to move:- “that, under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if the press or public were present during consideration of the item(s) there would be disclosure to them of exempt information as defined under the respective paragraphs of Part 1 of Schedule 12A to the Act.” If approved the Chairman will ask the press and public to leave the meeting at this point.	

Part B - Closed to the Public

10 OTHER BUSINESS

If approved under Item 4.

Members are reminded that meetings of the Joint Committee shall end no later than 10.30pm unless otherwise agreed by the Joint Committee.

For more information concerning this agenda please contact the Secretary to the Joint Committee, Elwyn Wilson, Democratic Services Manager, Three Rivers District Council, Northway, Rickmansworth, Herts, WD3 1RL. Telephone: 01923 727248.

E-mail: elwyn.wilson@threerivers.gov.uk

Agenda Item 6

THREE RIVERS & WATFORD SHARED SERVICES JOINT COMMITTEE

Date of meeting: 2 JULY 2012

PART A

Title: REVENUES AND BENEFITS - UPDATE

Report of: Phil Adlard – Head of Revenues and Benefits

1. **SUMMARY**

1.1 This report gives an update on the progress being made to produce the capacity plan and other matters.

2. **RECOMMENDATIONS**

2.1 That the report be noted.

Contact Officer:

For further information on this report please contact:

Phil Adlard - Head of Revenues & Benefits

telephone: 01923 278023

email: phil.adlard@watford.gov.uk

Report approved by:

David Gardner, Director of Corporate Resources & Governance – Three Rivers D.C.

3. DETAILED PROPOSAL

3.1 Department for Work and Pensions (DWP) Inspection Visit.

3.1.1 The Committee was advised at its meeting on 28 May 2012 (Minute JSS06/12 refers) of the content of the DWP Report following their visit to the Revenues and Benefits Shared Service in March 2012.

3.1.2 A formal response was sent to the DWP on 11 June 2012 together with a detailed Action Plan. At the time of writing this report (22 June 2012) we have received an acknowledgement that our response has been received.

3.2 Capacity Plan

3.2.1 A key element of the Action Plan is the preparation of a Capacity Plan. The Committee agreed at its last meeting that a progress report be presented to the next meeting of the Joint Committee concerning the service's capacity.

3.2.2 An outline plan has been prepared and data that will support its recommendations is being collected. The Plan covers:

3.2.3 **Background:**

The circumstances under which the councils' two teams were co-located and the basis on which staffing levels were determined.

Critically, the number of assessors was reduced from 20 to 18 on the assumption that mobile working, harmonised systems, self service, CSC support and smarter working could increase efficiency by adopting the principle of 'right first time'.

Supporting data will demonstrate how caseload has increased dramatically since the service came into being.

3.2.4 **Performance Indicators:**

PIs are poor. The plan will detail former Three Rivers' figures and set out the targets that should be achievable.

Data is now being collected in a form that will aid decisions to be made on capacity.

New Claims are being measured by 'case'. Early indications from data (not fully available to this meeting) are that the number of outstanding cases has not significantly reduced over the 1st Quarter of the 2012/13 financial year.

Changes in Circumstances are being measured by volume of work. Early indications are that this volume has reduced over the 1st Quarter of the 2012/13 financial year, mainly because we have employed SERCO to deal with excess workloads.

These two sets of data are now also analysed weekly by member of staff (and Serco in total). Early indications show significant variances in output between officers and a significant amount of time lost to absences.

3.2.5 **Benchmarking:**

The Plan will compare the service's performance with other authorities.

3.2.6 **Financial Data:**

The Plan will include budgets and detail expenditure on overtime and additional support from Serco.

3.2.7 **Conclusions and Recommendations:**

Taking into account the information collated (above), the Plan will draw conclusions on the productivity and capacity of the service and recommend how to achieve improved turnaround times. These recommendations will also take into account the changes facing the service in respect of universal credits.

3.2.8 **Reporting Timescale**

1st Quarter data supporting the recommendations will not be available until after this meeting, but the Plan will have been completed well before the Joint Committee's next meeting. In view of this, and the need to make rapid progress, the Committee is asked to consider how and when it receives the Capacity Plan.

3.3 **Revenues & Benefits "E-Services"**

3.3.1 Testing continues prior to the implementation of self-service options for landlords, council taxpayers, business ratepayers and benefit claimants.

3.3.2 Technical problems that had occurred before have now been corrected and there has been no repetition of these errors.

3.3.3 Due to the fluid nature of the project and the speed at which testing is being completed, a verbal report will be given to members on progress together with an indication of the anticipated go-live date.

4. **IMPLICATIONS**

4.1 **Policy**

4.1.1 The recommendations in this report are within the policies of the Joint Committee, Three Rivers District Council and Watford Borough Council.

4.2 **Financial**

4.2.1 There are no changes to the budget or the efficiency gains already agreed by the Joint Committee, Three Rivers District Council or Watford Borough Council as a result of this report.

4.3 **Legal Issues** (Monitoring Officer)

4.3.1 There are no specific legal matters relating to this report.

4.4 **Risk Management and Health & Safety**

4.4.1 There are no risks associated with the decision members are being asked to take, i.e. to note the report.

4.5 **Equalities, Staffing, Accommodation, Community Safety, Sustainability & Environment, Communications & Website and Customer Services**

4.5.1 None specific.

Appendices

None.

Background Papers

No papers were used in the preparation of this report.

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Agenda Item 8

THREE RIVERS & WATFORD SHARED SERVICES JOINT COMMITTEE

Date of meeting: 2 JULY 2012

PART A

Title: PERFORMANCE INDICATORS

Report of: Director of Corporate Resources & Governance - Three Rivers D.C.

1. **SUMMARY**

1.1 This report seeks approval to a set of revised performance indicators.

2. **RECOMMENDATIONS**

2.1 That the Committee considers and approves the performance indicators attached at Appendices 1 and 2.

Contact Officer:

For further information on this report please contact:

Kathryn Robson – Partnerships & Performance Section Head – Watford B.C.

telephone number: 01923 278077

email: Kathryn.Robson@watford.gov.uk

or

Gordon Glenn – Performance & Projects Officer – Three Rivers D. C.

telephone number: 01923 727244

email: Gordon.glenn@threerivers.gov.uk

Report approved by:

David Gardner – Director of Corporate Resources & Governance – Three Rivers D.C.

3. **DETAILED PROPOSAL**

- 3.1 At its meeting on 28 May 2012 (Minute JSS09/12 refers) the Committee resolved that officers, in consultation with the Chairman and Vice-Chairman, consider revamping the reporting of performance management information so that the essence of any discussion at the Joint Committee would be about exceptions, with an explanation as to why the performance indicated had not been achieved to be included in the report.
- 3.2 Heads of Service have met with the officers responsible for reporting performance at the two Councils who have produced the appendices attached to this report. One relates to monthly data, the other to quarterly data. (There will also be annual data to be published at year end). Officers believe that the data can be collected and collated without difficulty.
- 3.3 The Chairman and Vice Chairman have not been consulted in any detail, but have agreed that the performance indicators included in the appendices be put to the Committee for discussion. They have suggested that a definition of each measure be included and asked whether the comments column could be made larger.
- 3.4 The officers are adopting the principle of "Count" (collect once use numerous times) and the data collected for the Joint Committee will be available to Leadership Team at Watford, Management Board at Three Rivers, Budget Panel / Overview and Scrutiny Committee at Watford and Policy and Scrutiny Committees at Three Rivers.
- 3.5 Members are asked to consider the issue of the timing of reporting. For example, this meeting of the Joint Committee (2 July) is too early to report figures for the end of Quarter 1 and the data is becoming out of date by the next meeting (24 September). In this example it is likely that the September meeting would receive Quarter 1 figures and a monthly report for August.
- 3.6 It has been the practice to publish data on the shared services website as soon as it has been prepared. This has been done to ensure Members have up to date information between meetings and to reduce the use of paper. Members are asked to consider whether they want this to continue.

4. **IMPLICATIONS**

4.1 **Policy**

- 4.1.1 The recommendations in this report are within the policies of the Joint Committee, Three Rivers District Council and Watford Borough Council.

4.2 **Financial**

- 4.2.1 There are no changes to the budget or the efficiency gains already agreed by the Joint Committee, Three Rivers District Council or Watford Borough Council as a result of this report.

4.3 **Legal Issues**

- 4.3.1 There are no specific legal issues regarding this matter.

4.4 **Risk Management and Health & Safety**

- 4.4.1 There are no risks associated with the decision members are being asked to take.

4.5 **Equalities, Staffing, Accommodation, Community Safety, Sustainability & Environment, Communications & Website and Customer Services**

4.5.1 None specific.

Appendices

- 1 Watford & Three Rivers Shared Services – Measures of Performance – Monthly 2012/13 – June 2012
- 2 Watford & Three Rivers Shared Services – Measures of Performance – Quarterly 2012/13




Background Papers




No papers were used in the preparation of this report.




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WATFORD AND THREE RIVERS SHARED SERVICES – MEASURES OF PERFORMANCE




MONTHLY 2012/13 - JUNE 2012




Ref	Measure	Target for June 2012/13	Actual at end of June 2012/13	Cumulative at end of June 2012/13	  	Trend since last period (May 2012/13)	Trend since last year (June 2011/12)	Service Lead	Comments
Finance									
SSF1	% payment made by BACS							Finance	
	Watford BC								
	Three Rivers DC								
SSF2	Creditor payments paid within 30 days							Finance	
	Watford BC								
	Three Rivers DC								
SSF3	Treasury , Investments and Banking Services Management of short and long term cash flow							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								

Ref	Measure	Target for June 2012/13	Actual at end of June 2012/13	Cumulative at end of June 2012/13	  	Trend since last period (May 2012/13)	Trend since last year (June 2011/12)	Service Lead	Comments
SSF8	Benefit Fraud – number of cases investigated							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								
SSF9	Benefit Fraud – Number of sanctions administered							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								




Ref	Measure	Target for June 2012/13	Actual at end of June 2012/13	Cumulative at end of June 2012/13	  	Trend since last period (May 2012/13)	Trend since last year (June 2011/12)	Service Lead	Comments
Human Resources									
SSHR1	Sickness absence (working days lost)							Human Resources	
	Watford BC								
	Three Rivers DC								
SSHR2	Appraisals completed on time							Human Resources	
	Watford BC								
	Three Rivers DC								
SSHR3	Workforce monitoring report (6 monthly)							Human Resources	
	Watford BC								
	Three Rivers DC								

Ref	Measure	Target for June 2012/13	Actual at end of June 2012/13	Cumulative at end of June 2012/13	  	Trend since last period (May 2012/13)	Trend since last year (June 2011/12)	Service Lead	Comments
	Watford BC								
	Three Rivers DC								

Ref	Measure	Target for June 2012/13	Actual at end of June 2012/13	Cumulative at end of June 2012/13	  	Trend since last period (May 2012/13)	Trend since last year (June 2011/12)	Service Lead	Comments
Revenues and Benefits									
SSRB1	General debtors raised							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB2	General debtors collected							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB3	Collection rates of council tax							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB4	Collection rates of NNDR							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB5	Average time to process new claims							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB6	Average time to process change of circumstances							Revenues & Benefits	




Ref	Measure	Target for June 2012/13	Actual at end of June 2012/13	Cumulative at end of June 2012/13	  	Trend since last period (May 2012/13)	Trend since last year (June 2011/12)	Service Lead	Comments
	Watford BC								
	Three Rivers DC								
SSRB7	New claims – average time to process from receipt of claim							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB8	New claims – average time to process from receipt of all information							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								




Key to performance against target




-  on target **or** above target
-  not on target but there is no cause for concern at this stage.
-  not on target/ more than 10% variance and is a cause for concern.




WATFORD AND THREE RIVERS SHARED SERVICES – MEASURES OF PERFORMANCE




QUARTERLY 2012/13




Ref	Measure	Target for Q1 2012/13	Actual at end of Q1 2012/13	Cumulative at end of Q1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Finance									
SSF1	% payment made by BACS							Finance	
	Watford BC								
	Three Rivers DC								
SSF2	Creditor payments paid within 30 days							Finance	
	Watford BC								
	Three Rivers DC								
SSF3	Treasury , Investments and Banking Services Management of short and long term cash flow							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								




Ref	Measure	Target for Q1 2012/13	Actual at end of Q1 2012/13	Cumulative at end of Q1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
SSF4	Monthly Budget Monitoring Reports – Overall Revenue Budget Performance							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								
SSF5	Monthly Budget Monitoring Reports – Overall Capital Budget Performance							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								
SSF6	Closure of Annual Accounts and production of statements – Statement of Accounts approval							Finance	
	Watford BC								
	Three Rivers DC								
SSF7	Compilation of government returns – revenue account, revenue summary, capital outturn – (RA, RS,CO)							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								
SSF8	Benefit Fraud – number of cases investigated							Finance	




Ref	Measure	Target for Q1 2012/13	Actual at end of Q1 2012/13	Cumulative at end of Q1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
	Watford BC								NOT REPORTED
	Three Rivers DC								
SSF9	Benefit Fraud – Number of sanctions administered							Finance	
	Watford BC								NOT REPORTED
	Three Rivers DC								

Ref	Measure	Target for Q1 2012/13	Actual at end of Q1 2012/13	Cumulative at end of Q1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Human Resources									
SSHR1	Sickness absence (working days lost)							Human Resources	
	Watford BC								
	Three Rivers DC								
SSHR2	Appraisals completed on time							Human Resources	
	Watford BC								
	Three Rivers DC								
SSHR3	Workforce monitoring report (6 monthly)							Human Resources	
	Watford BC								
	Three Rivers DC								




Ref	Measure	Target for 2012/13	Actual at end of Quarter 1 2012/13	Cumulative at end of Quarter 1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments								
ICT																	
SS ICT1	ICT service availability to users during core working hours WBC P1 <table border="1" data-bbox="286 517 629 801"> <tr><td>COA</td></tr> <tr><td>Academy (Windows)</td></tr> <tr><td>Uniform</td></tr> <tr><td>Email</td></tr> <tr><td>Internet</td></tr> <tr><td>WBC Website</td></tr> <tr><td>Lagan</td></tr> <tr><td>File and Print Server</td></tr> </table>	COA	Academy (Windows)	Uniform	Email	Internet	WBC Website	Lagan	File and Print Server							ICT	
COA																	
Academy (Windows)																	
Uniform																	
Email																	
Internet																	
WBC Website																	
Lagan																	
File and Print Server																	
	Watford BC																
	Three Rivers DC																
SS ICT2	ICT service availability to users during core working hours WBC P2 <table border="1" data-bbox="286 1131 506 1342"> <tr><td>Touchpaper</td></tr> <tr><td>EROS</td></tr> <tr><td>Gauge</td></tr> <tr><td>Resource Link</td></tr> <tr><td>Intranet</td></tr> </table>	Touchpaper	EROS	Gauge	Resource Link	Intranet							ICT				
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EROS																	
Gauge																	
Resource Link																	
Intranet																	

Ref	Measure	Target for 2012/13	Actual at end of Quarter 1 2012/13	Cumulative at end of Quarter 1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
	Watford BC								
	Three Rivers DC								

Ref	Measure	Target for Q1 2012/13	Actual at end of Q1 2012/13	Cumulative at end of Q1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Revenues and Benefits									
SSRB1	General debtors raised							Revenues & Benefits	
	Watford BC								
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SSRB3	Collection rates of council tax							Revenues & Benefits	
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	Three Rivers DC								
SSRB4	Collection rates of NNDR							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB5	Average time to process new claims							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB6	Average time to process change of circumstances							Revenues & Benefits	

Ref	Measure	Target for Q1 2012/13	Actual at end of Q1 2012/13	Cumulative at end of Q1 2012/13	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
	Watford BC								
	Three Rivers DC								
SSRB7	New claims – average time to process from receipt of claim							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								
SSRB8	New claims – average time to process from receipt of all information							Revenues & Benefits	
	Watford BC								
	Three Rivers DC								

Key to performance against target

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