



Shared Services – Performance Management

Monitoring Report

September 2010

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INFORMATION & COMMUNICATION TECHNOLOGY – HEADLINES

Progress in the last quarter:

- Contract alignment – re-tender of telephony contract, which is now aligned and resulted in savings of £7k for WBC and £5.5. for TRDC.
- ICT Review – amended advert put out on 11th August 2010, 35 responses were received, 16 applications complied with requirements and 8 suppliers have been short listed and asked to submit tender responses by the end of September. These will be evaluated and the outcome will be shared with Joint Committee.
- SAN Tender – 2 pronged approach was taken, a tender was run via OGC buying solutions, at the same time an advert was placed on our supplier portal asking for expressions of interest to tender. We are currently evaluating the tender returns from OGC.
- AD Migration – currently in the final stages of migration of WBC staff to the new email server and active directory structure, the aim is to migrate TRDC by end of October 2010.
- Significant projects completed in the last 3 months –
 - Phase 1 of the implementation of the asset management system for Watford
 - Enhancement of Uniform system to accommodate open spaces work for LDF for Watford

The key activities are now:

- Working alongside HR through the restructure process with a view to finalise the structure and make appointments by Christmas.
- ICT Review – tender evaluation and selection of supplier with a view to complete work by Christmas.
- SAN Tender – Supplier selection for SAN procurement and implementation
- AD Migration – Decommissioning Watford's old email server and beginning the Active Directory Migration at Three Rivers
- Server Move – Disaster recovery exercise planned at Watford at the end of September followed by server move to Apsley
- Working with both councils to prioritise new and additional ICT projects not within our service plan
- Significant Projects –
 - Implementation of new cash receipting and income management system for Three Rivers
 - Completion of implementation of cemeteries system for Three Rivers
 - Uniform upgrade planning and implementation for both Councils
 - Phase 2 of the implementation of the asset management system for Watford
 - Migration of Three Rivers Academy system to Microsoft platform (from UNIX) and upgrade to new version
- Continuing work on resilience and cross training in both teams and focussing on customer relationships.

INFORMATION & COMMUNICATION TECHNOLOGY – IMPROVED PERFORMANCE – PROJECTS

The ICT Service Plan includes the following projects for 2010/11:-

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
Consolidation of IT Hardware, Software and licensing														→	This is an ongoing task as some contracts are set for up to 5 years
Rollout of a Corporate Document Management System for WBC														→	Will be planned in discussion with ICT Strategy Group once WBC Service Prioritisation exercise is complete.
Replacement SAN and backup solution									→						Procurement process has started.
Rollout of corporate Mobile Working system for WBC												→			Delayed as per decision at ICT Strategy Group
Plan for the harmonisation of software used within the out of scope services:															
• Elections system replacement	→														TRDC implementation complete but not harmonised.
• CRM system														→	Meetings held with WBC supplier. Project not yet active.
• Planning DMS														→	Currently in the Implementation phase.

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
• Cash receipting				→											In progress, supplier selection almost finalised.
• Uniform modules														→	WBC – upgrade to version 7.7 in progress – complete by Oct 10. TRDC – Implementation of TLC & Public access upgrade in progress. Uniform upgrade to version 8.0 planned Jan-Mar 11.
• GIS Licensing														→	Contract harmonisation complete, licences have to be separate until the systems sit on a single installation.
Implementation of CPD module for HR Shared Service			→												Options being considered.

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
IP based telephony at both councils to reduce cost of calls between both councils.													→		Not yet active.
Achieving Customer Services Excellence						→									Differed by both Councils until 2011.
Market and subsequently expand the ICT shared service to other Authorities													→		Not yet active.
Plan and implement a strategy to reduce the carbon footprint of the ICT service													→		ICT are of the working group for the carbon management for WBC and will use knowledge gained here to feed into this strategy.

FINANCE – HEADLINES

Since the last meeting of the Joint Committee the Finance achievements are:

- The 2009/10 Accounts for Watford, Three Rivers and Shared Services have been closed
- The 2009/10 Financial Statements for Watford, Three Rivers and Shares Services have been prepared, approved by relevant committees and audited by Grant Thornton. Accounting working papers met the standard to satisfy audit requirements with no significant issues raised.
- COA one-to-one training has continued with Heads of Service and budget managers
- *Budget Monitor II* was designed, written by a Finance Manager) and implemented – an enquiry and retrieval application to overcome the managers difficulties with eAnalyser. One to one training given to users in both councils. Product has been hugely successful and received extremely well.
- Performance Indicators collection spreadsheet set up and published monthly on the Shared Services website under the COUNT regime.
- COA – technical issues persist despite progress made. Completion of final problems near but frustrated by COA. Accounts Receivable and Accounts Payable particularly affected as is Internal Self Service (ISS)
- Payments < £500 published on the website for Three Rivers and government bodies advised
- Consultancy staff left by 13 August.
- Full establishment achieved in June 2010
- Treasury Management – Watford Borough LogoTech IT system implemented
- New budget monitoring arrangements in Watford implemented in June 2010
- Produced P3 & preparing P4 Finance Digest for Watford and P2 & 4 Budget Monitoring for Three Rivers – processes not able to harmonise therefore unplanned inefficiencies.
- Temporary staff to control income till new system in place. Currently continuing with transitional training on reconciliations to ensure resilience
- VAT claims – successful and repayments now being made
- IFRS – progressing as planned but one to watch following the loss of previously bought-in expertise
- Annual Fraud report to both audit committees – all targets met
- Internal Audit Annual Report to audit committees
- Internal Audit contract staff in place

Key activities are:

- Resolve outstanding COA implementation issues
- Determine Internal Audit arrangements from 2011
- Set revised and future year(s) budgets including growth, savings and capital investment
- Assist Service Heads with cost reduction exercise and service planning
- Internal Recharges – investigate methods of internal recharges including cross-authority costs
- Reconciliation – production of schedules for controlling reconciliations throughout both councils and all services agreeing requirements, records, responsibility, frequency and sign-off
- Further train heads of services and budget holders in budget management
- Implement Collaborative Planning for 2011
- Continue achievement of resilience
- Identify and establish resource requirements and responsibilities for unplanned tasks to secure effectiveness and efficiency
- Support training of *Finance for non-Financial Managers*
- Attainment of paying invoices within 30 days is being pursued – a report has been written to analyse departmental performance and spending departments are being supported to achieve improvement
- c.900 suppliers paid by cheque are being contacted by the Payments Team to outline the benefits of switching to BACS
- Procurement procedures for new suppliers are being developed to achieve payment by BACs from first contact
- Property maintenance budgets in Watford are being redesigned to meet the needs of budget managers.
- Continue full implementation of IFRS

FINANCE – IMPROVED PERFORMANCE – PROJECTS

The Finance Service Plan includes the following projects for 2010/11:-

Project	Apr 2009	May 2009	Jun 2009	Jul 2009	Aug 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	2010-2011	2011-2012	Progress / Comments
Implementation of Finance Shared Services															
														→	
Implementation of Financial Management System															
														→	

The Implementation of Finance Shared Services is the continued harmonisation of procedures, for example internal recharges and attainment of and strengthening resilience.

The Implementation of Financial Management System is completing satisfactorily a number of snagging issues and the introduction of the module for Collaborative Planning.

HUMAN RESOURCES – HEADLINES

The key activities are now:

Harmonisation project – good progress is being made. Working group meetings have taken place and draft submissions are due to go to the steering group by the end of September.

Northgate payroll provision – building more effective working relationships and streamlining / harmonising processes have resulted in much higher accuracy rate in operational payroll delivery. Accuracy rate is now regularly at 98% plus.

Completion of the remaining Resource Link modules continues. Since the last update we have completed Managers self service; Learning and development module and relaunched on line expense claims. Annual leave recording on line is delayed until the results of the harmonisation project are known. On line recruitment – the module has been built and we are waiting for the system upgrade (due 20 September) before launch

Cross working across both councils to build resilience in HR team is progressing well. HR Business Partners have been allocated to specific Services for both Councils and have met with management teams to introduce themselves.

Shared working with Herts County Council on Health and Safety has been implemented from 1 September. This provides greater resilience, improved levels of support and a cheaper cost. The period until 31 March 2011 is a trial period and if successful a formal SLA will be in place from 1 April 2011.

Learning and Development activities for both Councils will include succession planning and reviewing the L&D programme to ensure it is focused on future needs and requirements of the workforce.

A demonstration of the on line appraisal system has been conducted and further work, including consultation with both Councils on the design of the scheme, will take place over the next 3 months, ready for use in April 2011.

HUMAN RESOURCES – IMPROVED PERFORMANCE – PROJECTS

The HR Service Plan includes the following projects for 2010/11:-

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
Set up shared HR Service including transition for TRDC employees to off site/kiosk HR services; develop a multi skilled HR Advisory service and use Customer Services Excellence as the framework for a high quality service.									→						On Track Shared Services set up in November 2009. Good progress with transition to new ways of working. HR Advisers and HR Business Partners now working effectively across both Councils CSE review now on hold
Harmonisation of annual leave and other terms and conditions												→			On Track. HR Business Partner seconded; Project Initiation document completed; steering group and working group set up; representation by Unison and non Union representatives agreed.

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
Harmonisation of policies and procedures (starting with grievance Procedure; Job evaluation process and Recruitment)															On Track Grievance and Job Evaluation policies have been written and will be distributed to management teams in both Councils for approval. Once this has been given, they will go through the usual consultation process with Union/non Union representatives. recruitment - a draft harmonised recruitment policy has been written and all other associated recruitment policies and procedures are being reviewed. We have also devised a joint application form for both Councils to use.

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Review NJC Job evaluation across TRDC	→														On Track. Feasibility review being undertaken as part of harmonisation project above
TUPE transfers in Community and IT	→														On track. IT completed. Community Services progressing in accordance with their timeframe
Introduce Resourcelink self service modules (recruitment, expense management, Learning and Development)	→														Now back on track as outlined above.

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
Complete an Establishment List for Watford BC; link with list for TRDC; monitor workforce against Establishment						→									Partial completion. Structure charts for Watford BC completed showing all roles and vacant posts. It is possible to run establishment lists from resource Link (HR Information System) however, at this stage these have not been checked by Services for accuracy.
Extend CRB umbrella body services to WBC			→				→								On Hold until adequate resource is available to move the project forward

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments	
Participate in and carry out CIPFA HR Customer satisfaction surveys	→														On Track. Annual requirement. Next survey due in October 2010.	
Align on line advisory websites and publications							→									Delayed. Work progressing as and when contracts are due for renewal, although no overall plan has been outlined as yet.
Create and implement workforce development plans	→														On-going requirement following completion of appraisals each year	
Complete Investors in People accreditation	→														Achieved for Watford	
Extend Cycle to work bike salary sacrifice scheme to TRDC	→														Delayed due to other work commitments. Will be reviewed next year.	

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
Adopt a joint approach to recruitment advertising, selection and appointment procedures					→										Undertake research into feasibility of joint approach; present findings; obtain agreement to proceed
Align Performance appraisal and Learning and Development activities															Review once electronic system (CPD module) is installed; review appraisal scheme and outline areas to be included in electronic version (including 360); launch from April 2011
Develop ways in which work experience opportunities for disadvantaged people and school aged children are regularly provided.										→					No major progress due to other work priorities.

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
Develop an approach to Apprenticeships for TRDC and WBC.			→											Partial progress. Some interest but limited due to financial constraints. Further work being undertaken by HR with Services from both Councils.	
Consider how to market Shared HR service to other Districts within Herts.			→											Ongoing project to commence from June 2010	
Consider extending fee paying clients arrangements beyond West Herts. Crem.			→											Delayed to Autumn. To be given consideration once Shared Services has settled down	

REVENUES & BENEFITS – HEADLINES

Since the Committee last met there has been a considerable improvement in turn-around times for Council Tax and Housing Benefit claims.

The key activities are now:

- To implement the improvement plan included elsewhere on this agenda.

REVENUES & BENEFITS – IMPROVED PERFORMANCE – PROJECTS

The Revenues and Benefits Service Plan includes the following project for 2010/11:-

Project	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	2011-2012	2012-2013	Progress / Comments
Consolidate Implementation of Shared Service									→						

To complete the project we will:-

- Implement the recommendations resulting from the review of the service