



Shared Services – Performance Management

Monitoring Report

June 2010

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INFORMATION & COMMUNICATION TECHNOLOGY – HEADLINES

Work on resilience cross training, contract alignment and service improvement continues. Despite best efforts to transfer the Steria Team Leader into the Shared Service, he accepted an internal position with their company. The focus during this quarter is continue to liaise with Steria to obtain a full handover of information that was not identified during the transition period.

The server move to Apsley will be planned as soon as possible following the finalisation of the contract with HCC. A full Disaster Recovery test of all servers at WBC will be conducted before the move in order to minimise risk. In addition to this, we will expedite the rollout of the Active directory and Exchange migration for both Councils. This was previously delayed due to resource pressures and conflicting priorities.

In addition to the 14 projects set out for 2010 /11 within the ICT service plan, there have been a further 17 projects requested of ICT bringing the total to 31. This increase in demand has had a resource impact on the department and requires re-prioritisation in order to allow ICT to operate their day to day business effectively. As a result, it has been agreed that infrastructure projects will be prioritised in order to minimise risk to both councils systems. Following this, each council will reprioritise new projects that they have requested that are not within the ICT Service Plan. WBC have so far deferred the SMS project, Mobile working and the implementation of the Housing Module of Uniform pending a reprioritisation exercise which will be conducted by the ICT strategy group.

In order to ensure that our ICT platform is fit for purpose to accommodate these projects now and into the future, senior managers at both councils have requested an independent review of the ICT platform serving both councils. The timing and costs of the review will be reported at the Joint Committee meeting.

Key projects such as the replacement of cash receipting and income management system, planning document management system and total land charges for TRDC, upgrade of Uniform for both councils and SAN and Backup solution replacement for WBC are being taken forward; progress will be reported at next Joint Committee. Projects completed in the last 2 months are Electronic Licence Management System, Jamma (Fleet Management System review) and 1App (Planning Application online) for WBC.

INFORMATION & COMMUNICATION TECHNOLOGY – IMPROVED PERFORMANCE – PERFORMANCE INDICATORS

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
KPI 1	Resolution of Reported Incidents	Retain
KPI 2	Annual Customer Satisfaction	Retain
KPI 3	Acquisition Cost of Workstation	Retain
KPI 4	Service Availability	Retain
KPI 5	Cost per Connection to Voice Network	Delete – this is made up of the cost per voice connection, plus initial capital costs, plus costs of calls including mobile phones. We do not have changing capital costs as we reissue handsets that are in stock and mobile telephony is out of the scope of the ICT service.
KPI 7	User Satisfaction	Retain
KPI 8	Project Price, Time, Quality Matrix Met	Retain – but just for ICT led projects.
KPI 9	Successful Recovery of Key Services as stated in Emergency Plan	Retain

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														→	This is being discussed at WBC and will be prioritised by the ICT Strategy Group
Replacement SAN and backup solution									→						A high level project plan has been completed and we are currently in the solution design phase.
Rollout of corporate Mobile Working system for WBC												→			This has been delayed by 6 months following the last ICT Strategy group meeting.

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
Plan for the harmonisation of software used within the out of scope services: <ul style="list-style-type: none"> • Elections system • CRM system • Planning DMS • Cash receipting • Uniform modules e.g. garages • GIS Licensing 	→														<ul style="list-style-type: none"> • TRDC Elections system has been replaced but was not harmonised with WBC. • Supplier meetings being held. • Currently in the Implementation phase. • Project has been kicked off. • No progress as yet due to pressures to upgrade existing systems. • Contract harmonisation complete, licences have to be separate until the systems sit on a single installation
														→	
														→	
					→										
														→	
														→	
														→	

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
Implementation of CPD module for HR Shared Service			→												This has been delayed whilst options are being considered.
IP based telephony at both councils to reduce cost of calls between both councils.												→			Not yet active
Achieving Customer Services Excellence						→									All four of the shared services will be working towards this.
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

The key activities are now:

- Closing the accounts and preparing the financial statements for both councils and shared services
- Completing accounting working papers to a standard to satisfy audit requirements
- Facilitate the external audit and respond to all demands for explanations and further evidence
- Introduce new budget monitoring arrangements in Watford and further train heads of services in budget management and use of the new financial management system
- Continue with the implementation of Collaborative Planning (due end of 2010)
- Initial planning for budget setting 2011/14 and application of rules for resource prioritisation, growth, savings, capitol investment, options appraisals, service planning
- Production of schedules for controlling reconciliations throughout both councils and all services and agreeing requirements, records, responsibility, frequency and sign-off
- Investigating methods of internal recharges including cross-authority costs
- Continuing the attainment of resilience
- Investigating internal audit arrangements from 2011
- Continuing to harmonise procedure
- Whole of Government Accounts
- Supporting Value for Money Reviews and other services projects

FINANCE – IMPROVED PERFORMANCE – PERFORMANCE INDICATORS

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
FN01	Budget Monitoring & Setting Timetable agreed prior to financial year	Retain
FN02	Monthly Bank & System Reconciliations performed and signed off within 10 days of period end	Retain
FN02	Budget Changes uploaded to FMS within 2 days of approval	Retain
FN02	Third Party Payments are made to statutory deadlines and for other parties within 10 days of month end	Retain
FN03	Revenue Out-turn within range of -3% to 0% of original budget	Retain
FN03	Capital Out-turn within range of -3% to 0% of original budget	Retain
FN03	Budget Monitoring & Budget Setting Timetables are met	Retain
FN04	Cumulative ongoing cashable efficiency gains are achieved (NI179)	Retain

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
FN04	Statements of Account approved by 30 th June by Audit Committees with no material errors and published with unqualified audit opinion by 30 th September	Retain
FN04	Use of Resources – Level 3 achieved for Managing Finances	Delete
FN05	Revenue Account (RA) Form returned by government specified date	Retain
FN05	Revenue Summary (RS) Form returned by government specified date	Retain
FN05	Capital Out-turn (CO) Form returned by government specified date	Retain
FN06	Percentage User Satisfaction with Financial services	Retain
FN07	Insurance – Customer Satisfaction	Retain
FN07	Insurance – Successful defence of claims	Retain
FN07	Insurance – Correspondence answered within 10 working days	Retain

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
FN08	Average Investment Interest Rate to be no less than 0.12% different from average Base Rate	Retain
FN09	Percentage of Undisputed Invoices Paid within 30 days	Retain
FN09	Percentage of Invoices Paid by BACS	Retain
FN09	Percentage of purchasing conducted electronically (E-mail orders)	Delete
FN10	Achievement of Annual Internal Audit Plan	Retain
FN11	Anti-Fraud – Number of Investigations	Retain
FN11	Anti-Fraud – Number of Investigators	Delete
FN11	Anti-Fraud – Number of Sanctions	Retain
FN12	Allegations of corporate fraud – Investigations to be commenced within 5 days of referral	Retain

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
	Period end closure ensuring financial statements reflect a full and true view of costs incurred and control processes including reconciliations are completed	Add
	Review and reporting of actual against plan with value add narrative where applicable	Add

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 – reviewing day to day terms and conditions of employment (i.e. those that affect people on a day to day basis such as annual leave, overtime, cigarette breaks; dress code) and conducting a feasibility study for Three Rivers regarding the potential implementation of the Watford pay and grading scheme.

Completion of the remaining Resource Link modules allowing for greater degree of self service and automation.

Cross working across both councils to build resilience in HR team. For example HR Business Partners are allocated to Services for both Councils. The HR Business Partners responsible for Community Services will be the key contact for both Councils.

Further develop the relationship with Northgate to improve service delivery and reduce error rates.

Continuing with the various projects highlighted in Service Plan.

Explore opportunities for further shared working. For example explore the possibility of sharing a Health and Safety Adviser with Herts County Council, drawing on their resources and expertise. Herts CC have a larger team available which will build resilience within both Councils and also the Health and Safety Advisers are qualified to a higher standard than required by either Watford or Three Rivers. This should improve the service offered. Finally, Herts CC have indicated that the cost is likely to be lower than currently paid by Watford and Three Rivers.

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.

Within L&D there will also be the development (in consultation with both Councils) of a new on line appraisal system, ready for use in April 2011.

HUMAN RESOURCES – IMPROVED PERFORMANCE – PERFORMANCE INDICATORS

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
HR01	Working days lost due to sickness per member of staff	Retain target for 2010/11 is 7.6 days for each Council.
HR02	The percentage of top 5% of earners that are women	Amend to top 10% to bring in line with TRDC reporting
HR03	The percentage of top 5% of earners that are from black and ethnic minority communities	Amend to top 10% to bring in line with TRDC reporting
HR04	The percentage of top 5% of earners with a disability	Amend to top 10% to bring in line with TRDC reporting
HR05	The percentage of Local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	Retain
HR06	The percentage of local authority employees minority ethnic communities	Retain
HR07	The percentage of sickness which is long term and short term	Retain
HR08	The percentage of staff successfully completing their probation period	Delete – I am not sure what purpose this really serves. It should usually be 100% and HR should report any adverse patterns to Management Board/Leadership Team

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
HR09	The percentage of employee turnover	Retain
HR10	The ratio of HR (FTE) per employee	Retain
HR11	The percentage of staff receiving an annual appraisal (of those eligible to do so) within target timescale	Retain

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 due in November of 2010
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 Matrix of policies to be reviewed over a 3 year timescale has been completed. HR staff allocated to review of policies. Priority order agreed.
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. To fit with Community Services timeframe
Introduce Resourcelink self service modules (recruitment, expense management, Learning and Development)															Delayed. Some modules have been delayed due to resource issues at Northgate. Final module CPD, to be introduced during summer of 2010 and ready for use by end of March 2011

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. Currently updated manually. This needs to link to Manager Self Service via Resource Link, which should be completed within the next 2 months.
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 later this year.	
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	→														Assessment delayed until June 2010	
Extend Cycle to work bike salary sacrifice scheme to TRDC	→														Delayed due to other work commitments. Planned for later this 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.										→					New project that starts in April and will run through the 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	
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

The key activities are now:

- To further reduce the backlog of council tax and housing benefit claims

Phil Adlard, the new Head of Revenues & Benefits, starts with us on 12 July, replacing Susan Townshend who retired on 27 May.

Considerable management time has been spend on closing the 2009/10 accounts, a process that has been complicated by the fact that two systems were in operation for Watford during the financial year.

REVENUES & BENEFITS – PERFORMANCE INDICATORS

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
NI 180	Changes in Housing Benefit/Council Tax Benefit new claims and change events	Retain – National Indicator
NI 181	Time taken to process Housing Benefit / Council Tax Benefit new claims and change events	Retain – National Indicator
RB 1	The percentage of council tax collected	Retain – This measures the amount of council tax collected within the financial year. Members are reminded that the Council Tax Base includes an allowance for non-collection which is measured by including the collection of arrears beyond the end of the financial year. Not to achieve the rate of collection included in the Council Tax Base may cause the Collection Fund to be in deficit and an adjustment to be made to subsequent council tax charges. Members may wish to measure this overall collection rate.
RB 2	The percentage of NNDR collected	Retain
RB 3	Speed of processing: average time for processing new benefit claims (days)- The average processing time taken for all new Housing Benefit and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported.	Retain – It is suggested that in the short-term, whilst there are backlogs in processing new claims, the number of outstanding claims and an age analysis of the claims is prepared weekly for members.

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
RB 4	Speed of processing: average time for processing notifications of changes in circumstances (days) : The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority.	Retain – It is suggested that in the short-term, whilst there are backlogs in processing changes in circumstance, the number of outstanding claims and an age analysis of the claims is prepared weekly for members.
RB 5	Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision	Retain
RB 6	Amount of housing benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period	Retain
RB 7	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	Retain
RB 8	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	Retain

Ref	Description	Recommendation (Retain / Delete / Amend/ Add)
RB 9	Percentage by numbers of customers (net of full benefit and exemptions) of council tax collected by direct debit	Retain
	General Debtors Raised	Add – Currently included in Watford’s Performance Monitoring reports as a local indicator. To be measured in both number and value of debtor accounts raised (This excludes council tax and NNDR)
	Sundry Income collection (% of overall annual income charge for the year received)	Add – Currently included in Watford’s Performance Monitoring reports as a local indicator.

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:-

- Test the integration portal so that we can transfer agreed first-line enquiries to the Customer Services Centres.
- Continue to build experience and knowledge of the new system for staff.
- Extend mobile working so that we can visit as many new claimants at home as possible in order to speed up processing times
- Ensure that there is more resilience in the closing of accounts process for 2010/11.