

**CARLISLE
CITY COUNCIL**



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RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 17th February 2011

Title: **RE SHARED SERVICES PROGRESS REPORT**

Report of: **Assistant Director (Resources)**

Report reference: **RD79/10**

Summary and Recommendations:

Members are asked to scrutinise progress being made on the 3 shared services being operated by the Council including the performance and financial appraisals detailed in the report and appendices.

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CITY OF CARLISLE

To: Chairman and Members
Resources Overview & Scrutiny Panel

RD 79/10

Feb 2011

RE SHARED SERVICES PROGRESS REPORT

1. INTRODUCTION

- 1.1 The Council has two shared services fully operational:
- ICT Connect which provides the ICT services for Allerdale and Carlisle. This service has been operational since 1st April 2009.
 - Revenues and Benefits which administers Revenues (Council Tax and Business Rates) and Benefits for Carlisle, Copeland and Allerdale which has been fully operational since October 2010.
- 1.2 It is also finalising an Internal Audit shared service with the County Council and Copeland.
- 1.3 The report updates members on the current position on these three shared service initiatives. It assesses, summarises the current status of the shared services and provider performance and financial information where available.

2. ICT CONNECT

- 2.1 The ICT shared services is now well into its second year of operations. It reports progress to quarterly meetings of the Shared Services Joint Operational Board. Whilst the reports due to the nature of ICT are very technical the overall summary suggests:-
- A good start to life as ictCONNECT despite the effects of key members of staff leaving the service or being on long term sick. The delay in appointing staff has reduced the amount of resources available to the service, particularly for GIS/LLPG applications.
 - The majority of projects are on target with only the Shared RBS Service project causing any concern. This project has been given the highest priority within the service, giving it first call on all resources.
 - The implementation of the new data links is a great step forward in enabling the provision of additional shared services.

- There are signs that workload is becoming difficult to resource. This issue being addressed by management particularly in respect of providing adequate resources to progress the land and property gazetteers for both Councils.
- 2.2 Noted at appendix 1 is the ICT shared services performance against service plan targets for the period April – December 2010.
- 2.3 Noted in appendix 2 is the current status of programmes being progressed by the ICT shared service.
- 2.4 As at the 31st December £2.12 million expenditure out of the annual revenue budget of £2.68 million had been incurred. The projected year end underspend being £50,000 to be shared equally by the two partners.

3. REVENUES AND BENEFITS

- 3.1 Noted at Appendix 3 is a progress report provided by the partnership manager on what is currently the Council's highest profile shared service.
- 3.2 In summary Carlisle, Copeland and Allerdale staff transferred to the shared services (employing authority Carlisle) in June 2010. It became fully functional from October 2010 when staff were 'job matched' to their new roles within the shared service.
- 3.3 Service managers are now implementing key aspects of the service plan in getting all three Councils operating on the same Revenues and Benefits software and operating systems so all staff work on the same desk top to the same practices and procedures in processing workload i.e.
- Allerdale successfully converted to Academy November/December 2010
 - Carlisle and Copeland converting to Civica DMS by June 2011.
- 3.4 As stated in the progress report one issue that has caused problems is the TUPE transfer of staff to the shared service i.e. due to TUPE protection staff undertaking the same duties and responsibilities are on different salaries. The Strategic Board (Portfolio Holders/CMT representatives within each Council) have sanctioned consideration of an 'ETO' (Valid Economic, Technical or Organisation reason to transfer) which would enable, subject to consultation, all revenues and benefits staff at Copeland and Allerdale to be placed on Carlisle salary scales.
- 3.5 A comprehensive and very ambitious set of performance indicators/targets have been developed and closely monitored on all aspects of Revenues and Benefits administration.

This is critical as one of the main risks set out in the business case was that such significant change always leads to short/medium term dips in performance (up to two years in other shared service/outsourcing initiatives nationally)

- 3.6 Set out in appendix 4 is current performance against targets set by the three Councils for 2010/11 financial year. It should be noted that whilst the shared services only became fully operational from October 2010 management and staff have, as highlighted in appendix 1 been diverted to implementing the shared services since April 2010 (and before). Therefore as expected operational performance is mainly below 2009/10 levels for all of 2010/11 to date particularly in respect of benefit administration.

However operational managers are confident that performance against service targets will be much improved by the fourth quarter 2010/11

3.7 FINANCIAL

- 3.7.1 The business case identified £144,000 in staffing savings for Carlisle when compared to pre shared service staffing costs, £64,000 was accounted for as transformational savings resulting from the restructure of the Council's service managers (deletion of Heads of Revenues and Benefits) with £80,000pa net savings coming to Revenues budgets.

- 3.7.2 Overall the shared service staffing budgets/expenditure for 2010/11 are detailed below.

	<u>2010/11</u>
Budgeted Staffing Costs	£ 3,608,000
Projected Year End Position	£ <u>3,514,003</u>
Projected Year End Underspend	£ 93,997

Carlisle's share of the underspend £37,892.

- 3.7.3 As can be seen by the above table the shared service is delivering the business case outcomes within the reduced staffing resources allocated (9.5% reduction in cash terms for Carlisle). Also due to vacancies being left unfilled whilst the job matching exercise was undertaken further savings have been made, Carlisle's share of the projected underspend on staffing being £37,892.
- 3.7.4 There may be overspends on the ICT capital costs of implementing the shared service so the final year end position is not yet known. However clearly the shared service is operating within the reduced budgets set out in the business case.

3.7.5 In taking account of the impact of the RSG cuts it is likely that the Revenue and Benefits shared service will be required to find further efficiency savings to be delivered for the 2012/13 financial year.

4.0 INTERNAL AUDIT SHARED SERVICE

4.1 The Internal Audit shared service between the County Council (employing authority) and Carlisle has been up and running on an interim basis since 1st December 2010 when Carlisle audit staff were TUPE transferred to the County Council. Delays in the shared service becoming fully operational are due to the County Council and Copeland being unable, to date, to agree final wording on the Governance terms and conditions.

4.2 The Audit Committee is kept fully informed on the introduction of the Audit shared service, agreeing and monitoring the Council internal audit work plan and scrutinising audit reports/recommendations drafted under the shared services arrangement. The shared service Audit Manager attends the Audit Committee to present reports and take account of member feedback.

4.3 The Internal Audit shared service was not set up to generate financial savings but to provide a more robust and comprehensive internal audit service provision for the three Councils. However as part of the transformation review of the Council's senior managers the Head of Internal Audit post was deleted generating savings of £52,000 towards the £3 million transformation target.

5.0 RECOMMENDATIONS

5.1 Members are asked to scrutinise progress being made on the 3 shared services being operated by the Council including the performance and financial appraisals detailed in the report and appendices.






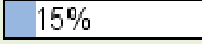

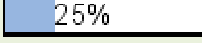
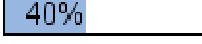
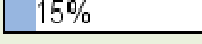
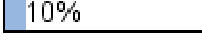

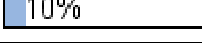



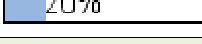
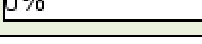
Appendix One - ICT Performance Indicators April to December 2011








National Indicator (NI) – Local Performance Indicator (LPI)			2010/11 target	Year to Date	Comments
Outcomes	Indicator/measure				
	Code	Description			
High standards of operational support ICT service.	ICT.01	Monthly Call Acknowledgement performance.	90%	98.8%	
	ICT.02	Monthly Call resolution performance.	90%	88.9%	
	ICT.03	User satisfaction with support service, measured by seeking feedback on 10% of all calls closed.	85%		Compilation of statistics for this PI will be introduced along with phase I of the new service desk on 1 st December.
High standard of printing services.	ICT.04	Production of all Democratic Services documents within four working hours of being received.	95%	100%	
	ICT.05	Completion of all print requests within timescales agreed with the business department.	95%	100%	
Provision of excellent web services by both Councils.	ICT.06	Quartile performance as measured by the annual SOCITM Better Connected survey.	Upper		Survey results not available until January 2011.
	ICT.07	Website availability (excluding planned outages).	ABC - 99% CCC – 99%		CCC -692 minutes of unavailability of which 570 was unplanned.
	Conversion to transactional use of websites – proportion of (eForms) service requests completed on-line compared to telephone and face to				

National Indicator (NI) – Local Performance Indicator (LPI)			2010/11 target	Year to Date	Comments
Outcomes	Indicator/measure				
	Code	Description			
	face. Specific service areas include:				
	ICT.08	<ul style="list-style-type: none"> Proportion of payments received on-line. 	ABC – TBA CCC – TBA		Not available as yet
	ICT.09	<ul style="list-style-type: none"> Proportion of planning applications received on-line. 	ABC – TBA CCC – TBA		Not available as yet
	ICT.10	<ul style="list-style-type: none"> Proportion of parking appeals on-line. 	ABC – TBA CCC – TBA		Not available as yet
	ICT.11	<ul style="list-style-type: none"> Proportion of bulky goods collections requested on-line. 	ABC – TBA CCC – TBA		Not available as yet
	ICT.12	<ul style="list-style-type: none"> Proportion of Council Tax enquiries made on-line. 	ABC – TBA CCC – TBA		Not available as yet
Completeness and accuracy of Local Land & Property	Specific measures include:				

National Indicator (NI) – Local Performance Indicator (LPI)			2010/11 target	Year to Date	Comments
Outcomes	Indicator/measure				
	Code	Description			
Gazetteers (LLPG) <i>To be developed with GIS Officers.</i>	ICT.13	<ul style="list-style-type: none"> Comparison to National Land & Property Gazetteer (NLPG). 	ABC – TBA CCC – TBA		Not available as yet
	ICT.14	<ul style="list-style-type: none"> Comparison to VOI (CTAX & NNDR). 	ABC – TBA CCC – TBA		Not available as yet
High availability of services.	ICT.15	Service availability measured against defined requirements in service catalogue. <i>To be developed, potentially measured by 'person days lost'.</i>	95%		This statistic will be available once Service Level Agreements are in place
Generation of external income.	ICT.16	Look to increase year on year the external revenue generated by the department.	+ 10% (£3,600)	+14 (£5,198)	

Appendix 2 – ICT Programme Progress Status April 2010 – December 2012

Status	Action	Progress	Started	Due
In progress	ICT05_09 Convergence programme - Server/Storage	 95%	24/08/10	25/02/11
In progress	ICT18_09 Develop and implement a hardware replacement strategy (including a Desktop upgrade programme)	 75%	17/12/10	28/02/11
In progress	ICT30_09 Councillor Laptop replacement programme	 25%	01/07/10	28/02/11
In progress	ICT17_09 GIS programme - Phase 1	 90%	24/08/10	28/03/11
In progress	ICT29_09 Micosoft Exchange Convergence	 65%	01/04/10	28/03/11
In progress	ICT22_09a Transfer CCC and CBC to new virtualised infrastructure and implement shared desktop	 15%	03/01/11	30/06/11
Not Started	ICT32_09 Full disk encryption of laptops	 0%	01/04/10	30/06/11
In progress	ICT12_09 Corporate & departmental printing rationalisation programme.	 25%	20/07/10	31/07/11
In progress	ICT24_09 Implement Revenues and Benefits self service functionality on web sites	 40%	03/09/10	31/07/11
In progress	ICT04_09 Convergence programme - Internet Security	 15%	24/08/10	31/08/11
In progress	ICT27_09 Anti-virus Migration - Phase 1	 10%	01/10/10	31/08/11
In progress	ICT33_09 ICT Service Management - Phase 2	 5%	01/04/10	30/09/11
In progress	ICT06_09 Convergence programme - Telephony	 10%	24/08/10	31/10/11
In progress	ICT23_09 Business Continuity/Disaster Recovery Programme	 10%	23/06/10	31/10/11
In progress	ICT25_09 Implement Cumbria wide A-Z functionality on web sites	 80%	01/04/10	30/11/11
In progress	ICT08_09 ICT Service Management Programme - Phase 1	 0%	20/07/10	31/03/12
In progress	ICT10_09 Internet convergence programme.	 20%	24/08/10	31/03/12
Not Started	ICT11_09 Intranet convergence programme	 0%		31/03/12

Status	Action	Progress	Started	Due
 In progress	ICT13_09 Support County Council Contact Centre proposals at both Councils	<input type="text" value="15%"/>	24/08/10	31/03/12
 In progress	ICT14_09 Income generation programme	<input type="text" value="55%"/>	24/08/10	31/03/12
 Not Started	ICT15_09 Support further shared service initiatives.	<input type="text" value="0%"/>		31/03/12
 Not Started	ICT19_09 Completion of current funded projects	<input type="text" value="0%"/>		31/03/12
 Not Started	ICT28_09 GIS/NLPG Rationalisation - Phase 2	<input type="text" value="0%"/>		31/03/12
 In progress	ICT31_09 Microsoft Office 2010 Migration	<input type="text" value="20%"/>	01/05/10	31/03/12
 Not Started	ICT34_09 ICT Service Management - Phase 3	<input type="text" value="0%"/>	01/05/10	31/03/12

Revenues & Benefits Shared Service - Implementation Progress Report

Service Plan

The service plan has been created covering the aspects and functions to be delivered through the Partnership. The plan outlines the key challenges, actions, risks and performance targets during implementation and the first year of operation as a shared service. The document will be revised to show requirements for subsequent years and will reflect the performance achieved following implementation, whilst striving to improve performance levels across the Council's

Legal Agreements

3 agreements have been finalised for approval by the Partner Council's giving the governance aspects to enable the legal entity of the Partnership through the Shared Service to be created.

The documents are

- Administrative Agreement
- Service Level Agreement
- Staff Transfer Agreement

Allerdale Conversion

Data conversion and quality checking have continued throughout the summer to improve the quality of data for the conversion from the legacy Pericles system to the Academy software solution. The process has been extended to enable additional data cleansing and functionality issues to be addressed prior to conversion. The system is on target to be operational from the end of November 2010 and is required to create the common software platform for Revenues and Benefits administration.

The Pericles system was closed on Wednesday 10th November 2010 and the data held was successfully transferred to the Academy system. The Capita consultants commented that the data quality was one of the cleanest they had seen in recent conversions and justified the decision to delay the implementation date from July 2010. Academy, along with the upgraded CIVICA document management solution was operational, on schedule, from Monday 29th November 2010.

Staff training was completed during the closedown period and additional support was provided through the Conversion Team from across the Partnership to ensure that all processes required including document template creation, cheque template design, bespoke template development and data reconciliation were implemented to ensure that all key functionality was in place. On-site floor walking and operational support was also used through assistance from team members based at Carlisle and Copeland to give assurance and guidance to the Allerdale based teams during the early weeks of operating the Academy system.

The backlog of work outstanding during the closedown period is being addressed; additional resources have been acquired to ensure that progress is made in reducing the documents received while staff become more proficient on the new system.

EDRMS Conversion

The working group have reviewed existing procedures and processes to ensure that the solution will be implemented in a consistent manner at all sites. Field mapping and sample images have been tested and evaluated to confirm the changes needed for conversion of DMS information from Northgate to CIVICA DMS for Copeland and Carlisle. The system will be operational at Allerdale, who already use CIVICA, following the Academy conversion. Work on the common network infrastructure and improved connectivity, continues to progress and additional hardware is to be installed. As a result of the Academy delay, it is anticipated that the solution, providing a common document management solution across revenues and benefits, will be fully implemented in February 2011.

Conversion testing and evaluation has been completed for Copeland and Carlisle images held within Anite following the successful upgrade at Allerdale. Sever upgrades are required to ensure that the solution is available on the new infrastructure across the Partnership with added resilience and storage capabilities. Completion of this work had been under negotiation and is scheduled to take place by mid February 2011. The working group are to review existing procedures and processes to ensure that the solution will be implemented effectively allowing for the new service structure. Staff training is to be scheduled and in view of the business requirements during Year-End, it is proposed that this will take place during April and May 2011. It is now anticipated that the solution will be operational from June 2011.

Shared Desktop

Improved network and communications capability has been implemented providing additional functionality between locations. Further hardware installation and common applications across the service will enable the resilience and flexibility of a shared desktop to be provided for the service at all locations. Completion of the conversion relating to EDRMS outlined above, along with the appropriate infrastructure, will enable the common platform to be available in May/June 2011.

Staff Briefing

To improve communication and to start to create a team approach for the service, briefing sessions were held on 10th March 2010. Although aware of the proposed service, the main aim of the session was to bring staff from the three current teams together to meet their counter parts. An overview of the service aims and objectives was given to raise awareness of the

various activities which have to be achieved to create the service. In a workshop session, issues and ideas were captured giving a valuable insight into the concerns of all involved relating to the challenges facing the new service

Staff Structure

The process of Job Matching continues. All staff transferring to the new service have completed matching forms and consideration of their closest match in the new structure to a substantive post has been determined through workshops held with HR and Trade Unions. Individual 1-2-1's have been held to enable staff to raise any concerns and issues and matches have been notified. After considering any appeals, competitive ring fenced interviews will be used to address pressure points in the service and then the allocation of posts can commence.

Staff from Copeland and Allerdale transfer to Carlisle as the Employing Authority on 1st June 2010. Letters have been issued by the respective Council's informing staff of the TUPE transfer date and that their existing terms and conditions will continue to apply. Details have been added to the Payroll system to ensure that staff will be paid on 15th of the month.

The Job Matching process has been concluded. All staff within the former structures have been matched to roles within the new service structure. 10 Appeals received after the initial matches were confirmed, have been considered through the Appeals Panel in June 2010. From 1st October 2010 staff have taken positions within the new structure and their existing terms and conditions have been protected in accordance with TUPE provisions. The process has and continues to require significant support and input from HR, primarily through Gillian McEwan. We are now progressing the transition into the new operational roles, allowing for involvement in the additional support required for system conversions, under the new Management Team,

- Mike Toner – Revenues Manager
- Elaine Turner – Performance Manager
- Mark Wilson – Benefits Manager

All staff have had their post within the structure from 1st October 2010 confirmed in writing and were asked to confirm acceptance.

A meeting was held with the Trade Unions to discuss concerns relating to the Shared Service and the treatment of staff where they have transferred under TUPE and remain on their existing terms and conditions. Staff that transferred have the option to move to Carlisle terms and any such requests would be considered to ensure that the financial implications are affordable within current funding profiles. Despite such assurances being given, the Trade Unions opted to seek Legal advice, before any further discussion could be concluded. 40 requests to move to Carlisle contracts have been received and treated as Information Requests under the Freedom of Information Act. After consideration by the Joint Operational Board a report has been prepared for the Strategic Board.

Vacant posts and positions where cover is needed due to secondments and maternity leave have been advertised internally. Once appointments have been made the remaining posts will be resolved through the Vacancy Management process.

Service Performance Update

A Performance Update table has been created, based on the schedule within the service plan, covering the aspects and functions delivered through the Partnership. The initial version of the table shows performance for the first 6 months of the year, during the implementation phase within our first year of operation as a shared service. The document will be used as the basis for ongoing summary reports for the Strategic Board. In addition, we are implementing a new monthly performance reporting process across the Partnership to ensure that information is recorded in a consistent manner and to highlight performance issues as they arise.

Copeland Benefits Processing

The outstanding work items which had risen significantly has been addressed. Resources were used through a combination of overtime working and remote support to ensure that the backlog of items which stood at 1,088 on 1st Nov 2010 fell to 308 by the end of that month. The position is being monitored closely within the Partnership to ensure that the performance improvement is maintained. It is anticipated that the reduction in items will be reflected in better processing times over coming months as the incoming work will be assessed more quickly.

Finance

The overall service budget and expenditure to date continues to be developed. Information is to be gathered and further discussions amongst the Financial Accountants are needed to collate and agree the relevant information to show our financial performance. Once this is available, consideration will be given to the provisions made in the original business case, to demonstrate progress against the anticipated savings identified.

Customer Service

Development of a shared Customer Services operation, providing a common service through shared CRM solutions at the Customer Service centres, remains under consideration. We are awaiting an update on the proposals and will then review the changes needed to support the service delivery requirements for the revenues & benefits service.

Appendix 4 – Performance Monitoring Report April – December 2010

PERFORMANCE UPDATE

Brief Description of Indicator	2009/10 Outturn	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	2010/11 Outturn	2010/11 Target	Comments	Performance Against Target
Revenues									
% of Council Tax collected within year demanded (BV9)									
Allerdale	97.38%	28.97%	57.02%	▲84.51%			97.38%	85.38% last year	
Copeland	97.86%	30.35%	58.85%	86.95%			97.90%	86.38% last year	L
Carlisle	97.57%	29.94%	57.71%	86.19%			97.60%	86.04% last year	J J
% of National Non Domestic Rates (NNDR) collected within year demanded (BV10)									
Allerdale	97.94%	31.79%	60.21%	▲85.80%			97.94%	86.73% last year	
Copeland	98.40%	34.07%	60.07%	89.14%			98.40%	88.75% last year	L
Carlisle	97.90%	33.34%	61.24%	88.47%			98.00%	87.14% last year	J J

Brief Description of Indicator	2009/10 Outturn	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	2010/11 Outturn	2010/11 Target	Comments	Performance Against Target
<u>Comments:</u>									
Both BV9 and BV10 figures are provided cumulatively at the end of each quarter i.e. 30 th June, 30 th September, 31 st December & 31 st March of the year following.									
♣ These figures are best estimates at present until the treatment of costs (BV9) and the impact of some conversion write offs (BV10) are clarified and reconciled.									
Benefits									
Time take to process Housing Benefit/Council Tax Benefit new claims and change events (NI181)	9 days	11	11	11			8 days	9.1 last year	L
Allerdale	11 days	16	16	17.29			7 days	10.67 last year	L
Copeland	11 days	14	14	14.00			10 days	12.91 last year	L
Carlisle									
Average time (days) for processing new claims (BV78a)	21 days	21	22	19			16 days	16.1 last year	L
Allerdale *	21 days	37	25	30.99			22 days	19.28 last year	L
Copeland	23 days	27	24	25.66			25 days	24.59 last year	L
Carlisle									

Brief Description of Indicator	2009/10 Outturn	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	2010/11 Outturn	2010/11 Target	Comments	Performance Against Target
Average time (days) for processing Changes in Circumstances (BV78b)									
Allerdale	7 days	8	8	9.05			7 days	7.8 last year	L
Copeland	9 days	13	13	14.31			6 days	8.80 last year	L
Carlisle	8 days	11	11	10.68			7 days	9.20 last year	L

Comments:

The NI181, New Claims and Changes in Circumstances figures for Q1 and Q2 are from the official DWP figures published on 26th January 2011 for the performance of each quarter in isolation. The Q3 figures are estimates for the cumulative performance from April 2010 to the end of quarter three i.e. 31st December 2010. These estimates tend to be the same or slightly higher than the official DWP figures when released.

Average national performance figures for Q1 and Q2 performance, in isolation (i.e. not cumulately), were published as follows:

Q1: NI181 – 13 Days, New Claims – 23 Days & Changes in Circumstances – 11 Days

Q2: NI181 – 13 Days, New Claims – 22 Days & Changes in Circumstances – 11 Days

Benefits

Changes in Housing Benefit/Council Tax Benefit entitlements within the year (NI180)									
Allerdale	15,316	4,737	6,657	—			11,000	7,799 last year	See note
Copeland	18,353	4,337	9,594	—			12,800	11,665 last year	See note
Carlisle	31,558	7,330	9,461	—			33,000	18,069 last year	See note

Brief Description of Indicator	2009/10 Outturn	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	2010/11 Outturn	2010/11 Target	Comments	Performance Against Target
% of cases paid on time (PM4)	92.4%	92.91%	97.51%	96.50%			86.50%	94.6% last year	J
Allerdale	85.22%	77.70%	77.15%	80.84%			85.50%	86.79% last year	L
Copeland	90.23%	88.84%	88.88%	90.33%			90.00%	89.74% last year	J
Carlisle									
Accuracy of processing									
Allerdale	94.42%	95.09%	94.00%	94.43%			94.50%	93.32% last year	J
Copeland	85.80%	86.05%	88.37%	87.32%			88.50%	81.44% last year	J
Carlisle	91.12%	86.67%	86.48%	87.10%			95.00%	94.75% last year	L
<i>Cumulative Figures</i>									
<u>Comments:</u> NI180 has been deleted from the National Indicator set by the DCLG. However, the DWP were continuing to monitor performance against the indicator and periodically publish results until 18 th January 2011. At that point, they announced they are publishing no further data this year until quality assurance work and a review of the data definitions have been carried out. Data published in January 2011 included data up to the September/October extracts.									
Benefits									

Brief Description of Indicator	2009/10 Outturn	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	2010/11 Outturn	2010/11 Target	Comments	Performance Against Target
% of applications for reconsideration actioned and notified within 4 weeks (PM17)	77.00%	98%	98%	92%			78.00%	83% last year	J
Allerdale	56.88%	26.32%	12.5%				60.00%	65.38% last year	
Copeland	68.94%	62.39%	53.54%				76.36%	75.93% last year	
Carlisle									
% of appeals submitted to Appeals Service in four weeks (PM18)	89.0%	80%	89%	86%			93.00%	89% last year	L
Allerdale	10%	0%	0%				60.00%	22.22% last year	
Copeland	26.67%	100%	40%				100.00%	0% last year	
Carlisle									
% of appeals submitted to Appeals Service in three months (PM19)	%	100%	100%	100%				last year	J
Allerdale	45%	0%	75%					50% last year	
Copeland	86.67%	100%	100%					100% last year	
Carlisle									

Brief Description of Indicator	2009/10 Outturn	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	2010/11 Outturn	2010/11 Target	Comments	Performance Against Target
<p>Comments: Allerdale accuracy figures are reported cumulatively from 1st April whereas Copeland and Carlisle are reported quarterly, in isolation. The annual outturn performance is the cumulative figure for the year.</p>									
Benefits									
% of recoverable overpayments recovered within the year against raised in the year (BV79b i)									
<i>Cumulative Figures</i>	79.17%	88.28%	68.31%	**			80.00%	75.01% last year	
Allerdale	85.91%	81.69%	73.51%	52.21%			86.00%	81.04% last year	L
Copeland	77.88%	50.44%	59.28%	54.16%			78.00%	69.87% last year	L
Carlisle									

Brief Description of Indicator	2009/10 Outturn	2010/11 Q1	2010/11 Q2	2010/11 Q3	2010/11 Q4	2010/11 Outturn	2010/11 Target	Comments	Performance Against Target
Fraud Detection – Number of Successful Sanctions (PM16)									
<i>Cumulative Figures</i>									
Allerdale	42	10	21	30			43	33 this point last year	L
Copeland	41	10	18	29			42		L
Carlisle	67	17	35	62			68	36 this point last year	J
								54 this point last year	

Comments:

Allerdale counter-fraud team has 1 fte Counter Fraud Investigation Officer post vacant and Copeland counter-fraud team has 1 fte on secondment to another department and another 1 fte on maternity leave.

Carlisle and Copeland implemented and are using new counter fraud software with effect from April 2010 and Allerdale from December 2010.

** This figure is still under construction as it involves amalgamating reports from ROSS (old debts), Pericles and Capita.

Performance Guidance

The targets indicated are reflective of performance based on the actual data for 2010/11, where available. The implementation of the Shared Service during 2010/11, including the data conversion at Allerdale, will enable consistent collection and monitoring of performance across the Partnership. The challenges of the first operational year will impact on performance and it is intended that existing performance levels will be maintained, despite the additional activity required. Through the creation of the service and the alignment of operational processes, it is anticipated that where possible performance levels should converge in 2012/13, subject to any local factors which affect performance.