

**FIVE COUNCILS
PARTNERSHIP
CORPORATE
SERVICES JOINT
COMMITTEE**



Agenda

Contact Officer: Steve Culliford, Democratic Services
Tel: 01235 422522
E-mail: steve.culliford@southandvale.gov.uk

Date: 5 May 2017

A MEETING OF THE
**Five Councils Partnership Corporate
Services Joint Committee**

**WILL BE HELD ON MONDAY 15 MAY 2017 AT 10.30 AM
MEETING ROOM 1, 135 EASTERN AVENUE, MILTON PARK, OX14 4SB**

Members of the Joint Committee:

Lynn Lloyd (Chairman) (South Oxfordshire District Council – host authority 2016/17)
Brian Burchfield (Vice-Chairman) (Hart District Council – host authority 2017/18)
Narinder Bains (Havant Borough Council)
Robert Sharp (Vale of White Horse District Council)
Harvey Siggs (Mendip District Council)

Richard Millard (East Hampshire District Council – by invitation)

- 1 Apologies for absence and notification of substitutes**
- 2 Minutes** (Pages 4 - 7)

To adopt as a correct record the minutes of the joint committee held on 15 November 2016 and agree that the chairman signs them as such.

- 3 Chairman's announcements**

4 Performance review (Pages 8 - 14)

To consider the report of the Interim Client Relationship Director.

5 Marketing and brand (Pages 15 - 23)

To consider the report of the Interim Client Relationship Director.

6 Review of the joint client team (Page 24)

To consider the report of the Interim Client Relationship Director.

7 Overview and scrutiny support

To note that the Joint Scrutiny Committee is due to meet on 23 May.

8 Dates of meetings in 2017/18

The committee is asked to agree the dates and times of its meetings in 2017/18 as follows, noting that these will be hosted by Hart District Council, all being on Tuesdays:

- 20 June 2017
- 12 September 2017
- 19 December 2017
- 13 March 2018

9 Exclusion of the public

To consider whether to exclude members of the press and public from the meeting for the following item of business under Part 1 of Schedule 12A Section 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that:

- it involves the likely disclosure of exempt information as defined in paragraphs 1-7 Part 1 of Schedule 12A of the Act, and
- the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Exempt information under section 100A(4) of the Local Government Act 1972

10 Performance review (Pages 25 - 28)

To consider the exempt appendix to the performance report.

11 Transition and transformation (Pages 29 - 34)

To consider the exempt appendix to the transition and transformation report.

12 Financial update (Pages 35 - 38)

To receive an update on the financial position.

13 Marketing and brand (Pages 39 - 44)

To consider the exempt appendix to the marketing and brand report.

14 Overview and scrutiny support (Page 45)

To note the terms of reference of the Joint Scrutiny Committee.

Minutes

OF A MEETING OF THE



Five Councils Partnership Corporate Services Joint Committee

HELD ON TUESDAY 15 NOVEMBER 2016 AT 10.00 AM
MEETING ROOM 1, 135 EASTERN AVENUE, MILTON PARK, OX14 4SB

Present: (in alphabetical order)

Councillors: Narinder Bains (Havant Borough Council), Brian Burchfield (Hart District Council), Lynn Lloyd (South Oxfordshire District Council), Robert Sharp (Vale of White Horse District Council), and Harvey Siggs (Mendip District Council)

Others in attendance: Councillor Richard Millard (Leader - East Hampshire District Council),

Officers: Dawn Adey (Transition and Transformation Manager – Client Team), Stuart Brown (Chief Executive - Mendip District Council), Pat Connell (Contracts and Property Lawyer - South Oxfordshire and Vale of White Horse District Councils), Steve Culliford (Democratic Services - South Oxfordshire District Council), Andrew Down (Head of service - South Oxfordshire and Vale of White Horse District Councils), David Hill (Chief Executive - South Oxfordshire and Vale of White Horse District Councils), Patricia Hughes (Chief Executive - Hart District Council), Gill Kneller (Commercial Executive Director - Havant Borough Council), Adam Savery (Finance and Procurement Manager – Client Team), Mark Stone (Chief Operating Officer – South Oxfordshire and Vale of White Horse District Councils), Vicki Whitehouse (Client Relationship Director – Client Team), and Haylee Wilkins (Customer Services Manager – Client Team)

Observers: Councillors Debby Hallett (Vale of White Horse District Council) and Jane Murphy (South Oxfordshire District Council)

1 Election of chairman

The committee was asked to appoint the councillor representing the host authority as its chairman for the 2016/17 municipal year.

RESOLVED: to appoint Councillor Lynn Lloyd, representing the host authority South Oxfordshire District Council, as the chairman of Five Councils Partnership Corporate Services Joint Committee for the 2016/17 municipal year.

2 Vice-chairman

The committee was asked to appoint the councillor representing the 2017/18 host authority as its vice-chairman for the 2016/17 municipal year.

RESOLVED: to appoint Councillor Brian Burchfield, representing the 2017/18 host authority Hart District Council, as the vice-chairman of Five Councils Partnership Corporate Services Joint Committee for the 2016/17 municipal year.

3 Chairman's announcements

The chairman welcomed everyone to the meeting and announced that as part of the work on a revised inter-authority agreement, steps were being taken to allow East Hampshire District Council to take a full part in this committee. In the meantime, the chairman welcomed Councillor Richard Millard, leader of East Hampshire, to sit at the table and join in the committee's debate. However, for the time being, Councillor Millard was not a full voting member should the committee need to vote on any of its business.

4 Apologies for absence and notification of substitutes

Apologies for absence were received from Councillor Matthew Barber (Leader of Vale of White Horse District Council), Councillor John Cotton (Leader of South Oxfordshire District Council), and Councillor Stephen Parker (Leader of Hart District Council).

5 Declarations of interest

None

6 Terms of reference

The Five Councils Partnership Corporate Services Joint Committee (hereinafter referred to as the committee) noted its terms of reference.

7 Review of the corporate service contract to date

The committee considered the report of Vicki Whitehouse, the Client Relationship Director, and Dawn Adey, the Transition and Transformation Manager. The report set out an overview of the Five Councils Partnership's (hereinafter referred to as the partnership) contracts with Capita and Vinci, the formation of a single client team, the operational activity that had taken place on transition, transformation and performance monitoring, and the activity planned to take place to tackle ongoing issues.

The contracts had commenced on 1 August 2016 with South Oxfordshire District Council and Vale of White Horse District Council both transferring all Lot 1 services to Capita and all Lot 2 services to Vinci. All five councils had transferred their procurement service to Capita. Hart and Mendip District Councils had transferred their Land Charges services to Capita in September. The innovation hub was live at all sites.

In general, these transitions had been smooth. However, there were some teething troubles and these were being tackled by the client team, the contractors, and the councils' officers. Overcoming these issues should result in an even smoother transition as the contracts commenced for Hart, Havant, and Mendip councils' other services.

The contracts included a three-month 'honeymoon' period before key performance indicators would be measured. This allowed the contractors some transition time to implement their procedures. The committee recognised this but asked for future reports to include a 'traffic light' system for performance monitoring. This would help the committee to assess whether targets were being met, and if not, to ask what were the issues preventing this. The committee was advised that it could take up to two years to reach a steady state, given the contracts' size and complexity.

The committee noted that the client team was operating at 50 per cent capacity and would not be at full capacity until the contract commenced for all councils' services. There were no proposed changes to the client team's staffing structure at this early stage but the structure would be assessed once all services were part of the contract.

The committee welcomed the report and recognised the work that had taken place to date.

RESOLVED: to

- (a) note the work carried out to date by the partnership;
- (b) note the current status and operational outlook for the partner councils;
- (c) note that any issues and risks are being managed as they arise; and
- (d) include in future reports a 'traffic light' system for performance monitoring.

8 Inter-authority agreements

The committee noted that discussions were being held between the partner councils on supplemental inter-authority agreements, with the aim of making decision-making easier and ensuring they reflected a common understanding of what needed to be captured in new agreements between the five partner councils and East Hampshire District Council.

The discussions also included a section 113 agreement on staff sharing. Each council would have to formally agree the section 113 agreement to allow the client team could provide services to all partner councils.

9 Financial update

The committee considered the report from Adam Savery, the Finance and Procurement Client Manager and Finance Lead Officer. The report provided an overview of the partnership's contract costs with Capita and Vinci and outlined the changes since the contracts were signed in April 2016. The executive summary showed the baseline costs to each of the five councils, the original projected savings, the impact of contract movements, and the current projected savings. The Havant Borough Council figures included the proportion of costs and savings for East

Hampshire District Council. The officer agreed to provide copies of the figures showing separate entries for East Hampshire, if required.

The financial position within the scope of the partnership remained strong with savings of circa £50 million being achieved. Despite the various movements, the savings were expected to exceed the original position. This was due to the procurement and innovation hub provided by Capita, the joint approach taken by Capita and Vinci to maximise the benefits through joint working, and better use of the councils' property assets through the strategic expertise provided by Vinci, which should deliver better returns on investment and potentially realise capital receipts for further investment.

RESOLVED: to note the partnership's current financial status.

10 Date of next meeting

RESOLVED: to agree that the next committee meeting will be held on Tuesday 7 March 2017 at 10am, in the offices of host authority South Oxfordshire District Council, 135 Eastern Avenue, Milton Park, Milton, OX14 4SB.

The meeting closed at 10.25am

Chairman

Date

Report to the Corporate Services Joint Committee



Author: Dawn Adey – Interim Client Relationship Director

E-mail: dawn.adey@easthants.gov.uk

To: Corporate Services Joint Committee

Date: 15 May 2017

Performance Review

Recommendations

- (a) To note the performance report 'April 2017' from Capita – Appendix A
- (b) To note the performance report 'April 2017' from VINCI– Appendix B
- (c) To note the Risk Register – Appendix C, and to note that the Strategic Management Board for the five councils will keep the risk register under review.

Introduction

Performance is split into two disciplines. This report contains the performance of the contracts with Capita and VINCI according to the Performance Indicators (PI's) and Key Performance Indicators (KPI's) being contractually measured. Due to the early nature of the contract 'trend' is not yet part of this narrative.

The second discipline of 'Transition and Transformation' and how the contracts are performing in regards to service commencement is covered under a separate report to the Joint Committee.

Performance - Capita Appendix A

Executive Summary as provided by Capita 17th April 2017.

- This is the first month of reporting Annual and 6 Monthly indicators and the second set of quarterly indicators since contract commencement.
- Of the 13 KPIs and 36 PIs that have baselines and can be reported in month all KPIs and all but one PI met or exceeded targets. Note some Annual indicators cannot be reported in month where, for example, an annual statutory event has not yet occurred. These are noted in the comments and will be reported thereafter.

- The PI004 Customer Services issue relates to the speed of answering of Revenues and Benefits calls. The target is 80% and the actual in month performance was 78%. This arose from a spike in calls over three days immediately after issuing Council Tax annual bills that accounted for 23% of the total monthly call volume. Despite contingency plan counter measures during the period we were unable to recover all of the lost service level. On a positive note, despite falling a little short of the Service Level target we answered 97.3% of all calls offered in March.
- As per the transition arrangements baselines that do not yet meet contractual targets have corresponding improvement plans and all have met or exceeded agreed targets.

Performance – VINCI – Appendix B

- Vinci reported a KPI failure of KPI 6 - on-call attendance within SLA – which is measured against a target of 95%. At the Joint Tactical Board of 20th April John Backley (Corporate Services Delivery Manager VINCI Facilities) reported that the failure was an accumulation of different types of call. Gary Carey - Property Client Manager – is due to challenge the detail of this performance week commencing 1st May 2017.
- VINCI facilities have agreed to an in-depth review of the performance reporting to ensure the PIs and KPIs are being reported to the Councils satisfaction when there are no instances to be measured in any one period.

Risk Register – Appendix C –

Exempt item – Commercial values attributed to risks

- Risk register is split into three areas: Capita, Councils and Vinci.
- In the meeting of The Strategic Management Board 29 September 2016 that the process and principles of escalation of risk were agreed. Risk is escalated to the SMB and Joint Committee using discretion.
- This risk register was last reviewed on 20 April 2017 by the Joint Tactical Board and will be reviewed by the Strategic Management Board on 8 May 2017.
- Note that not all identified risks have been agreed by the councils. The risk register is a living document and its review will be ongoing.

Service	Reference	Description	Measurement Period	Performance Level Current period	Performance Level Current Period -1	Performance Level Current Period -2	Performance Level Current Period -3
Land Charges	KPI001	50% of all official and accepted requests for local authority searches returned within 5 working days of receipt	Quarterly	99.6%	67.4%	71.7%	73.2%
Land Charges	KPI001 (Mendip Only)	50% of all official and accepted requests for local authority searches returned within 5 working days of receipt	Quarterly	61.2%	9.5%	6.9%	2.3%
Land Charges	PI001	99.5% of all official and accepted requests for local authority searches returned within 8 working days of receipt	Quarterly	97.4%	79.0%	73.1%	67.4%
Land Charges	PI002	99% of local land charges registrations completed within 24 hours of receipt	Monthly	100.0%	100.0%	100.0%	100.0%
Land Charges	PI003	Accuracy – complaints upheld relating to search results	Monthly	0	0	0	0
Licensing	PI002	Reduction in persistent complaints that are relevant to one or more of the licensing objectives’.	Annual	Baseline is to continue until Aug 17. This will then be reviewed to see if further baselining is required	To be baselined and commenced following Service Commencement Date	To be baselined and commenced following Service Commencement Date	To be baselined and commenced following Service Commencement Date
Licensing	PI003	Respond to complaints within 3 days of receipt	Quarterly	100.0%	To be baselined and commenced following Service Commencement Date	Not Currently Measured	Not Currently Measured
Licensing	KPI001	All Licences Process completed new applications & renewals within 3 days	Monthly	100.0%	Baseline figure is to be agreed with the client in February - reporting will be February 17 figures	Baseline figure is to be agreed with the client in January 17 reporting will be February 17	Baseline figure is to be agreed with the client in January 17 reporting will be February 17
Licensing	KPI002	Taxi / Hackney Carriages Process & issue vehicle licence plates within 3 days	Monthly	100.0%	100.0%	Baseline figure is to be agreed with the client in February - reporting will be February 17 figures	Baseline figure is to be agreed with the client in January 17 reporting will be February 17
Licensing	PI001	Improved business / customer satisfaction	Monthly	Baseline figure is to be agreed with the client, we will carry on baselining until August and report in September 17	Baseline figure is to be agreed with the client, we will carry on baselining until August and report in September 17	Baseline figure is to be agreed with the client in February - reporting will be February 17 figures	Baseline figure is to be agreed with the client in January 17 reporting will be February 17
Accountancy	PI001	Draft statement of accounts produced on timely basis	Annual	S&V is based on annual figure ending in July 2017. The draft statement of account will be reported in August 2017. This is a statutory deadline so reporting will be based on 100% of deadlines met.	100.0%	100.0%	100.0%
Accountancy	KPI001	Unqualified audit opinion on financial statements for all Authorities	Annual	This will be reported in June 2017	Unqualified opinion received, therefore no supplier/Council activity detail	Unqualified opinion received, therefore no supplier/Council activity detail	Unqualified opinion received, therefore no supplier/Council activity detail
Accountancy	PI004	External audit completed and draft ISA 260 produced each year in accordance with the legislative deadline	Annual	This will be reported in June 2017	100.0%	100.0%	100.0%
Accountancy	PI005	User satisfaction - Percentage of users satisfied (agree/strongly agree responses)	Annual - once baseline established	A user satisfaction report will be agreed with the client in July and will commence in August 2017	Approach to be determined moving forward	Approach to be determined moving forward	Approach to be determined moving forward
Accountancy	PI006	Budget setting - Budget timetable to be prepared for client sign off by 15th July each year	Annual	This will be reported in August 2017	Not reported in this period	Not reported in this period	Not reported in this period
Accountancy	PI007	Budget setting - Budget templates to be completed and submitted in accordance with the guidance provided by the Authority and within deadlines	Annual	100.0%	100.0%	100.0%	100.0%
Accountancy	PI015	Grants - All grant claims and returns managed by Accounting team accurately completed as set out in the grant conditions and receive an unqualified opinion	Quarterly	No Grants in Period	No Grants in Period	No Grants in Period	No Grants in Period
Accountancy	PI014	Returns - 100% of VAT claims and other tax returns made within the statutory deadlines	Quarterly	100.0%	This is currently being baselined	100.0%	100.0%
Accountancy	KPI002	Budgets setting - budgets are reflected on the accounting system by dates specified by the Authority	Quarterly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI002	Budget monitoring - budget monitoring information is available in line with agreed timetable each month, after review and sign-off by relevant budget holder, with formal quarterly reporting as agreed between the Parties	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI003	Cashbook and banking - ensure bankings made by Authority establishments are posted into the relevant financial system within the agreed timescale of 1 working day	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI008	Budget monitoring - Budget monitoring reports (salaries and cost/profit centre reports) prepared and available to budget holders within two (2) working days following the period end	Monthly	100.0%	100.0%	100.0%	100.0%

Accountancy	PI009	Corporate reporting - monthly report for all expenditure in accordance with the statutory requirements provided for publication on Authority website each month by the required deadline. Initially target to provide all expenditure over £250.00 in line with guidance.	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI010	Financial evaluation for procurement process/ supplier selection - Written conclusion of the financial evaluation within 5 working days or deadline agreed between the Parties	Monthly	100.0%	100.0%	Baselining of this PI will continue	A baseline will be agreed with the client in January 17 and reported in February 17
Accountancy	PI011	Cashbook and Banking - 100% of bank reconciliation carried out within ten (10) working days of the period end – including making the necessary corrections	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI012	Cashbook and Banking - Stops to cheques applied by 12 noon on the day in question if instruction received before 11:30am on same day, or applied by 12 noon following business day if instruction received by Supplier after 11:30am	Monthly	100.0%	100.0%	A baseline will be agreed with the client in January 17 and reported in February 17	A baseline will be agreed with the client in January 17 and reported in February 17
Accountancy	PI013	Cashbook and Banking - Bank accounts do not exceed agreed limits	Monthly	Pass	Pass	Pass	
Exchequer	KPI001	Accounts Payable - Payment of invoices within 5 working days or agreed payment terms following approval	Monthly	100.0%	100.0%	77.4%	100.0%
Exchequer	PI001	Invoice association - invoices received are matched to purchase orders within 2 working days of receipt or are treated as exceptions (sent to budget holder through workflow) Non compliant invoices not on exceptions list will be returned to issuer.	Monthly	100.0%	100.0%	100.0%	100.0%
Exchequer	KPI002	Accounts receivable - issue of invoices and recovery documents in accordance with Recovery Policy timetable	Monthly	100.0%	100.0%	100.0%	99.9%
Exchequer	PI002	Accounts receivable - issue aged debt report within 7 days of period end	Monthly	100.0%	100.0%	100.0%	100.0%
Exchequer	PI003	Accounts receivable - issue legal report within 25 working days of period end	Monthly	TBC	100.0%	100.0%	100.0%
Exchequer	PI004	Cash management - payments received banked on day of receipt or next business day if received after 12 noon	Monthly	12 noon deadline not in place at this time, however banked daily	12 noon deadline not in place at this time, however banked daily	12 noon deadline not in place at this time, however banked daily	12 noon deadline not in place at this time, however banked daily
Procurement	KPI001	Proportion of spend under contract	6 monthly	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.
Procurement	PI001	Proportion of off-contract spend	6 monthly	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.
Procurement	PI002	Proportion of 3rd party providers having "satisfactory" or higher ratings, as measured by appropriate industry systems, e.g. EcoVadis, Company Watch	6 monthly	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.
Procurement	PI003	Proportion of 3rd party providers having regular performance reviews	6 monthly	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.
Procurement	PI004	Proportion of 3rd party providers where a remedial plan is required and actions therein taken within agreed timeframes	6 monthly	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.
Procurement	KPI002	Proportion of sourcing exercises that are completed within the agreed timeframes	Quarterly	100.0%	100.0%	Not currently measured	Not currently measured
HR & Payroll	PI013	Prepare & Submit Year End Returns – P60s	Annual	The p60's will be produced in May and reported in June. This has been agreed with Client Team	100.0%	100.0%	100.0%
HR & Payroll	PI014	Prepare & Submit Year End Returns –P11Ds (where applicable)	Annual	This is being produced in July and will be reported in August. This has been agreed with Client Team.	100.0%	100.0%	100.0%
HR & Payroll	PI016	Deliver effective high quality training	6 monthly	The training plan is not in place. A training plan is still to be agreed and signed off by the client. It is hoped that the plan will be agreed and baselined to commence in the next reporting period.	Not previously measured	Not previously measured	Not previously measured
HR & Payroll	PI015	Delivery of training in line with volumes and timescales within agreed training plans	Quarterly	No training delivered in this period	No training delivered in this period	Not previously measured	Not previously measured
HR & Payroll	PI005	Accuracy of interface files	Quarterly	Not measured until Resourcelink Payroll live	Not measured until Resourcelink Payroll live	Not previously measured	Not previously measured
HR & Payroll	PI006	Timeliness of interface files	Quarterly	Not measured until Resourcelink Payroll live	Not measured until Resourcelink Payroll live	Not previously measured	Not previously measured
HR & Payroll	PI007	Timely remittance payments (payments to Third Parties such as HMRC, Pensions, etc.)	Monthly	100.0%	100.0%	100.0%	100.0%

HR & Payroll	PI008	Ensure job vacancy is updated within applicable systems within 2 working days of notification of vacancy being filled	Monthly	100.0%	100.0%	Baseline figure has been agreed with the client - reporting will be February 17 figures	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI009	Process short listing decisions and communications to applicants within 2 working days	Monthly	100.0%	100.0%	Baseline figure has been agreed with the client - reporting will be February 17 figures	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI010	Communicate interview outcomes to applicants within 2 working days of a decision received	Monthly	66.6%	100.0%	Baseline figure has been agreed with the client - reporting will be February 17 figures	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI011	Request standard employment references for new starters within 3 working days of acceptance notification being received	Monthly	100.0%	100.0%	Processing schedule has been agreed. Baseline measurement will start in Feb. Once baseline has been agreed with the client after April Reporting will commence in May	Processing schedule to be agreed by client
HR & Payroll	PI012	Timely delivery of agreed standard report packs in line with agreed processing schedule deadlines	Monthly	This is being baselined and will be reported on in May 2017	This is being baselined and will be reported on in May 2017	Processing schedule has been agreed. Baseline measurement will start in Feb. Once baseline has been agreed with the client after April Reporting will commence in May	Processing schedule to be agreed by client
HR & Payroll	KPI001	Net Pay Calculation accuracy	Monthly	100.0%	100.0%	100.0%	100.0%
HR & Payroll	KPI002	Payroll timeliness of employee payments	Monthly	100.0%	100.0%	100.0%	95.9%
HR & Payroll	PI001	Timely submission of RTI FPS and EPS files	Monthly	100%	100%	100%	100%
HR & Payroll	PI002	Produce contracts of employment for new starters and staff changes	Monthly	80%	100%	100%	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI003	New starters and changes updated on payroll system prior to payroll cut-off deadline	Monthly	100.0%	100.0%	100.0%	100.0%
HR & Payroll	PI004	Respond to Generalist HR and Employment Law advice requests from managers or employees	Monthly	88.9%	83.3%	At Tom measurement will commence	At Tom measurement will commence
Revenues & Benefits	KPI001	Benefits (HB/CTR) - average speed of processing for new claims	Annual	12.21	0	0	0
Revenues & Benefits	KPI002	Benefits (HB/CTR) - average speed of processing for changes	Annual	5.07	0	0	0
Revenues & Benefits	PI001	Benefits (HB/CTR) – financial accuracy of assessments	Annual	This will not be reported until May as the figure is not known until the end of April	-	-	-
Revenues & Benefits	PI002	Benefits (HB) – collection of overpayments	Annual	This will not be reported until May as the figure is not known until the end of April	-	-	-
Revenues & Benefits	PI004	Council Tax - in year collection (BVPI 9)	Annual	98.8%	98.7%	98.7%	98.7%
Revenues & Benefits	PI005	Business Rates – in year collection (BVPI 10)	Annual	99.4%	99.4%	99.3%	99.3%
Revenues & Benefits	PI006	Benefits, Council Tax, Business Rates annual customers surveys	Annual	The will be completed by end of July 2017 and will be reported in August 2017	0.0%	0.0%	0.0%
Revenues & Benefits	PI007	Grants - Housing Subsidy claim accurately completed and submitted on a timely basis	Annual	This will not be reported until May as the figure is not known until the end of April	-	-	-
IT	KPI01	Service Availability - Internal Facing Business Critical Services	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	KPI02	Service Availability - External Facing Business Critical Services for Core Hours	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	KPI03	Service Availability - External Facing Business Critical Services for non-core hours	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	KPI04	Incident management - P1 (Severity 1 Service Incident)	Monthly	100.0%	100.0%	50.0%	100.0%
IT	PI001	Patch management	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI002	Change management	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI003	Incident management - P2 - P4 (Severity 2 Service Incident - Severity 4 Service Incident)	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM

IT	PI004	Service requests	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI005	Change requests	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI006	First time fixes	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI007	Customer satisfaction	Quarterly	no baseline available	no baseline available	no baseline available	no baseline available
Customer Services	KPI001	50% reduction in telephony contact achieved by the end of Year 3 and maintained	Quarterly	Not reported until year end 2019	Not being commenced until the start of the contract	Not being commenced until the start of the contract	Not being commenced until the start of the contract
Customer Services	KPI004	Customer satisfaction	Quarterly	Agreed with the client that the correct mechanism will be chosen prior to reporting	Not being commenced until the start of the contract	Not being commenced until the start of the contract	Not being commenced until the start of the contract
Customer Services	KPI002	First time resolution - Revenues and Benefits Customer Contact	Monthly	99.9%	100.0%	99.8%	99.9%
Customer Services	KPI003	First time resolution - Contact Centre/ Switchboard	Monthly	Not collected as not relevant to the current switchboard solution in place.	Not collected as not relevant to the current switchboard solution in place.	Not collected as not relevant to the current switchboard solution in place.	Not collected as not relevant to the current switchboard solution in place.
Customer Services	PI001	Email response - 100% of emails responded to by the close of the next working day	Monthly	100.0%	100.0%	100.0%	100.0%
Customer Services	PI002	Calls answered - 80% of calls in 20 seconds across the Contact Centre	Monthly	85.5%	95.0%	88.6%	83.0%
Customer Services	PI003	Calls answered - 80% of calls in 50 seconds for Out of Hours	Monthly	97.4%	93.3%	95.3%	92.9%
Customer Services	PI004	Calls answered - 80% of Council Tax and Benefits related calls answered in 60 seconds	Monthly	78%	87%	82%	72%
Customer Services	PI005	Appointments - 80% of visitors with appointments with in-scope Services will be seen within 2 minutes at Customer Access points / Remote Offices	Monthly	100.0%	100.0%	100.0%	92.3%

Area	KPI	Measure	KPI SCORE (Performance PRE Mitigation)	Service Credit
FM	KPI 1 - provide access to fit for purpose and flexible space for staff	Achievement of associated Pis within Concerto	97.78%	£0
	KPI 2 - offices are maintained in accordance with statutory legislation	Achievement of associated Pis within Concerto	100.00%	£0
FM	KPI 3 - minimise the whole life cost of maintaining physical assets	Achievement of associated Pis within Concerto	98.33%	£0
FM	KPI 4 - provide appropriate security and emergency response	Achievement of associated Pis within Concerto	100.00%	£0
FM	KPI 5 - Print, Design and post room compliance	Achievement of associated Pis within Concerto	94.29%	£0
FM	KPI 6 - on-call attendance within SLA	Achievement of associated Pis within Concerto	92%	(£2,500)
Property	KPI 7 - Delivery of annually agreed Asset Valuations	% achievement of agreed asset valuations programme	100.00%	£0
Property	KPI 8 - Delivery of annually agreed disposals programme	% achievement of milestones as set out in the agreed annual programme of activities. Such milestones can be job specific or objective based. Bandings will be developed during mobilisation and transition.	not rated	£0
Property	KPI 9 - Timely delivery of annual rent reviews and lease renewals	% achievement of milestones as set out in the agreed annual programme of activities. Such milestones can be job specific or objective based.	0.00%	£0
Property	KPI 10 - Maintaining and improving the condition of the asset	Achievement of associated Pis within Concerto	N/A	£0
Parking	KPI 12 - Maximise parking Income	Achievement of associated Pis within Concerto (input from Parking system)	100.00%	£0
Parking	KPI 13 - Maintain car parks that are fit for purpose	Achievement of associated Pis within Concerto (input from Parking system)	97.27%	£0
Parking	KPI 14 - excellent provision of ECN/PCN ticket processing system	Achievement of associated Pis within Concerto (input from Parking system)	99.00%	£0
Parking	KPI 15 - provision of general parking provision to an excellent standard.	Achievement of associated Pis within Concerto (input from Parking system)	100.00%	£0
Parking	KPI 16 - all records and data are kept up to date and provided on time as requested.	Achievement of associated Pis within Concerto (input from Parking system)	100.00%	£0
Budget Management	KPI 17 - Management of reactive maintenance budget	Achievement of associated Pis within Concerto	100.00%	£0
	Total			(£2,500)

Report to the Corporate Services Joint Committee



Author: Dawn Adey – Interim Client Relationship Director

E-mail: dawn.adey@easthants.gov.uk

To: Corporate Services Joint Committee

Date: 15 May 2017

Marketing & brand

Recommendations

- (a) To allocate Joint Committee nominated persons towards a 'Strategic Communications' working party;
- (b) To note the requirement of 'purpose' before brand and marketing can be addressed; and
- (c) To note there are limited legal options for expansion, as per exempt appendix A.

Introduction

In the meeting of Joint Project meeting 1st July 2016, and in the informal meeting of 15th November 2016 between the joint Committee members, officers were tasked to prepare a paper for discussion concerning the marketing and brand of the 5 Councils Partnership.

Through SMB leadership direction, the officers have remained focussed on the implementation of the new Contracts, and have not continued to outwardly 'Market' the opportunity for the growth of the Contracts or partnership.

Through Joint Tactical Board discussion, it has been agreed that the Suppliers and partners should work together to form a 'Strategic Communications' group. This group has not yet formed or met. The intended immediate scope for this group is to review the objectives set for this contract at the beginning of the procurement of the Contract and to bring recommendation to the Joint Committee on any recommended changes.

Current Strategic Objectives

- supporting the achievement of each council's corporate targets;
- improving the satisfaction of customers and service users;
- improving the productivity of the Authorities' staff;
- delivering improved value for money; and
- achieving high levels of resilience and compliance.

On-Boarding new Councils – Appendix A

The principles of on-boarding additional Councils and creating additional scale within the pricing have progressed – the paper presented to SMB in November 2016 is attached as an exempt paper. However, prior to migration of all current councils to target operating model, expansion is unlikely.

Next Steps with Marketing & Branding

The next steps to form the long-term marketing and branding of our offer are:

1. Strategic Communications workshop to scope and terms of reference to be set. It is suggested in the recommendations of this paper that the Joint Committee consider a representation on this group.
2. Clear objectives for the future of the contracts and Partnership should be established and agreed at Joint Committee (through the joint tactical Board and Strategic Management Board).
3. Marketing and branding developed as an output and its control, management and terms of its use are recorded, managed and monitored.

Appendix B – branding notes in context of Corporate Services Contract

What is a Brand?

A set of **ideas in people's minds** that **influence** how they **think, feel and act**, and so **create commercial and social value.**

Key features:

- A set of ideas for what an entity stands for in people's minds (shareholders, staff, customers and society)
- Shaped by that entities actions
- **And usually recognised by visual, verbal, sensory and interactive styles – a “*Brand Identity*”**

Useful Words/Phrases

community
affordable
outcomes
economic
together
shared
scale
sustainable
expertise
efficiency
one
sustainable
social value
cooperation
innovation
residents
service
shape
passion
better community
working together
collaboration

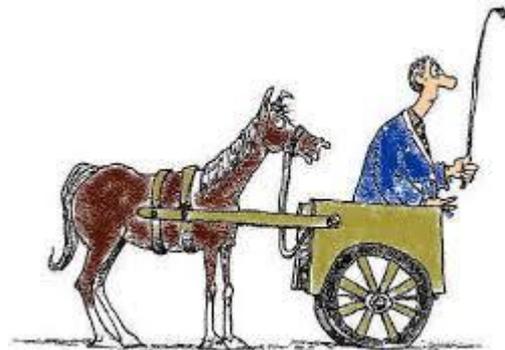
Our purpose?

1. Delivering value to customers and residents through scale, expertise, innovation and passion.
2. Delivering public sector value through scale, expertise, innovation and passion.
3. Sustainable public services at scale to better serve communities
4. Sustainable public services through scale
5. Affordable public services through scale
6. Working together at scale to deliver excellent public services
7. Better public services through scale

Our 'Why' (Brand)?

“**Better community** through sustainable and affordable public services delivered through scale, expertise, innovation and passion.

The **Brand** must drive the ‘**Brand Identity**’ (name & logo) not the other way around.



What do we need a “Brand Identity” to do?

Brand identity is a visual, verbal, sensory and interactive expression of the brand. The “*Brand Identity*” must do 5 things:

Purpose	Description	Examples
1. Communicate	To help customers understand why an organisation exists and what benefit they will derive from it.	 
2. Differentiate	To stand out in a crowded, commoditised sector and beyond.	 
3. Resonate	To be valued, to encourage belonging, engender an emotional attachment, inspire staff and encourage repeat business and cross selling.	 
4. Migrate	To enable growth into different sectors more easily.	 
5. Co-create	To encourage and enable active participation from staff, customers and partners.	 

“Brand Identity” to match the Brand

?

Report to the Corporate Services Joint Committee



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E-mail: dawn.adey@easthants.gov.uk

To: Corporate Services Joint Committee

Date: 15 May 2017

Joint Client Team

Recommendation

To note the scope of the review of the Joint Client Team resources.

JCT Review

The current Joint Client Team design was intended to be a short-term model to support the initial commencement of the Contract(s). The Authority representatives of the Strategic Management Board have instructed a review of the form and function of this team and has instructed the Interim Client Relationship Director under the following scope:

1. Design the future form, function and purpose of the Joint Client Team, and deliver this change once approved by all Authorities.
2. Consider how the authorities will need to manage data sharing between them; and deliver this change once approved by all sponsors.

Desired Outcomes

There is a clear distinction between the client function, the services in the contract and the retained services.

The client function needs to add value to the organisations and work within an appropriate governance framework.

The client function does not present any employee disadvantages for any Authority's employees

Any data sharing between any parties through the Joint Client Team is appropriately governed within legal and policy limitations.

The Interim Client Relationship Director is due to report on the outcome of the review to the Authority-members of the Strategic Management Board during May, with a view to commencing the implementation of any agreed recommendations immediately.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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