

Appendix 1

Self-Assessment Scores

Claims Administration

Claims Administration - 50%		Grade Ranges				Example Scores		
Performance Measure	Weight	1	2	3	4	Result	1,2,3,4 Grade	Grade* Weight
PM1: Performance Indicator for average speed of processing new claims	15%	>55	55-48	47-36	<36	27	4	60
PM2: Percentage of new claims outstanding over 50 days	7%	>30	30-21	10-20	<10	7	4	28
PM3: Percentage of new claims decided with 14 days of receiving all information	5%	<65	65-79	80-90	>90	79	2	10
PM4: Percentage of rent allowance claims paid on time or within 7 days of decision being made	5%	<65	65-79	80-90	>90	49	1	5
PM5: Performance Indicator for speed of processing change of circumstances	12%	>28	28-21	20-9	<9	21	2	24
PM6: Performance Indicator for accuracy - percentage of cases for which the calculation of the amount of benefit due is correct	6%	<96	96 - 97	98	>98	98	3	18
Total of grade*weight								145
1-4 Score = Total / 50								2.9 3

Security and User-Focus follow >>>

Security

Security - 35%			Grade Ranges				Example Scores		
Performance Measure	Weight	Quarter	1	2	3	4	Result	1,2,3,4 Grade	Grade* Weight
PM10: Number of interventions for which review action has commenced since 1 April	14%	Q1	<6%	6%	7%	>7%			0
		Q2	<26%	26-28%	29-31%	>31%	100	4	56
		Q3	<45%	45-50%	51-55%	>55%			0
		Q4/Annual	<81%	81-90%	91-99%	100%			0
PM11: Percentage of data matches resolved within 2 months	14%	ALL	<81%	81-90%	91-99%	100%	100	4	56
PM12: Number of claimants visited	7%	Q1	<6%	6%	7%	>7%			0
		Q2	<26%	26-28%	29-31%	>31%	100	4	28
		Q3	<45%	45-50%	51-55%	>55%			0
		Q4/Annual	<81%	81-90%	91-99%	100%			0
Total of Grade*Weight									140
1 - 4 Score = Total / 35									

User Focus (Appeals)

User Focus (Appeals) - 15%		Grade Ranges				Example Scores			
Performance Measure	Weight	1	2	3	4	Result	1,2,3,4 Grade	Grade* Weight	
PM17: Percentage of applications for reconsideration/ revision actioned and notified within 4 weeks	4%	<50	50-59	60-65	>65	64	3	12	
PM18: Percentage of appeals submitted to the Appeals Service in 4 weeks	7%	<50	50-59	60-65	>65	100	4	28	
PM19: Percentage of appeals submitted to the Appeals Service (including those in PM18) in 3 months	4%	<85	85-86	90-95	>95	100	4	16	
Total of Grade*Weight								56	
1-4 score = Total/15								3.733334	

Appendix 2

Scores and Weightings for the Performance Measure and Enablers

Performance Measures

Theme	Total of Grade*Weight
Claims Administration	145
Security	140
User Focus	56
Total	341
Total / 100	3.41
Total PM 1-4 score	3

Enablers

Theme	Weight	Number of Enablers in Theme	Number of Enablers Achieved	Percentage of Enablers Achieved	Theme 1-4 Score	Weight Percentage of Enablers Achieved
Claims administration	35	16	14	87.50	4	30.63
Security	35	21	19	90.48	4	31.67
User Focus	15	12	9	75.00	3	11.25
Resource Management	15	16	14	87.50	4	13.13
Total of Weight* Percentage of enablers achieved						86.67 87%
Total Enabler 1-4 score					4	

Appendix 3

Assessment Scores and Scoring Methodology

Self-Assessment Scoring Matrix

Overall Score		Overall Performance Measure Score			
		1	2	3	4
Overall Enabler Score	1	1	1	2	2
	2	1	2	3	3
	3	1	2	3	4
	4	1	2	3	4

Scoring Equivalents

Score	Grading
4	Excellent
3	Good
2	Meeting Minimum Requirements
1	Not Meeting Minimum Requirements

Rochford's Self-Assessment

Performance Measure Score	3
Enabler Score	4
Overall Score	3

Appendix 4

Statement of Position and Compliance Timetable

Performance Standards - Statement of Position March 2006

Claims Administration

The Performance measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
PM1	Performance Indicator for average speed of processing new claims (Standard 36 days)	Assistant Manager (Benefits)	27	4	Achieved
PM2	Percentage of new claims outstanding over 50 days (Standard 10%)	Assistant Manager (Benefits)	7	4	Achieved
PM3	Percentage of new claims decided within 14 days of receiving all information (Standard 90%)	Assistant Manager (Benefits)	79	2	April 2006
PM4	Percentage of Rent Allowance (RA) claims paid on time or within 7 days of the decision being made (Standard 90%)	Assistant Manager (Benefits)	49	1	April 2006
PM5	Performance Indicator for average speed of processing change of circumstances (Standard of 9 days – subject to review)	Assistant Manager (Benefits)	21	2	April 2006

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E1	Workload Management Information is held at team or section level about the volume of work received, work actioned and work outstanding each month, if not more frequently. Trends and patterns in workloads are monitored and work priorities and resources are adjusted to prevent and/or manage down backlogs.	Assistant Manager (Benefits)	Yes	Stats, Monitoring Reports, Work returns		
E2	The LA has clear systems that it can demonstrate are working, to act on information received from Job Centre plus to make extended payments and to prioritise the processing of claims for customers moving into work.	Assistant Manager (Benefits)	Yes	Noted on system as soon as arrived, each team prioritises new claims		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E3	Gathering Information Does the LA: <ul style="list-style-type: none"> Identify the need for information from the customer and third parties such as landlords within 7 days of receipt of the claim or notification of change of circumstances and take action taken to obtain it? Have routine, rapid arrangements for providing a certificate of earnings form for the employer to complete, allowing the change of circumstances or new claim to be processed rapidly, with safeguards to prevent fraud? 	Assistant Manager (Benefits)	Yes	All claims are looked at immediately. Working procedures is that all new post is looked at same day or next day at latest. (training procedures)		
E4	The LA sends reminders or makes other contact with the customer, before the expiry of the 4-week or 1-month period within that the customer has been asked to supply further information or evidence.	Assistant Manager (Benefits)	Yes	Academy automatically produces a reminder letter after 14 days		
E5	The LA has systems in place to prioritise action on changes of circumstances that lead to a reduction in, or a cessation of, benefit to minimise the occurrence of overpayments.	Assistant Manager (Benefits)	Yes	Benefits procedure		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E6	<p>The LA claim form(s) meets the relevant requirements as set out in the DWP series of HCTB1 claim forms and the standard application form used by all tenants contains consent wording to allow the sharing of information on the progress of the claim with the landlord in direct payment cases.</p> <p>Note: The term 'direct payment' is likely to be removed as Local Housing Allowance is rolled out.</p>	Assistant Manager (Benefits)	Yes	Claim Form	<p><u>Review: August 2006</u> Claim form has been amended in accordance to DIP. Now being checked and finalised.</p>	(8 hours)

E7	<p>Working effectively with landlords to minimise repossessions</p> <p>The LA uses a form on consent that is specific about what the landlord can be told, and the local authority accepts clear self-standing requests signed by the customer for a landlord or representative to make enquiries on the customer's behalf.</p>	Assistant Manager (Benefits)	Yes	Claim Form (review this when looking at new claim form)	<p><u>Review: August 2006</u> When form finalised as per E6</p>	
E8	<p>The LA communicates effectively with landlords by providing clear practical advice on the operation of HB, and landlords including the LA landlord, are actively encouraged to contact the Benefits Service before taking enforcement action for collection of rent arrears when the arrears are due to a delay in the payment of HB.</p>	Assistant Manager (Benefits)	Yes	Landlord's newsletter Landlord's forums Landlord's notifications		

Quality and Reducing Error

The Performance Measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
PM6	Performance Indicator for accuracy – percentage of cases for which the calculation of the amount of benefit due is correct (Standard 98%)	Assistant Manager (Benefits)	98	3	April 2006

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E9	<p>Quality Checks</p> <p>Do fully trained staff operate a risk assessment based and auditable checking regime to check for error in the system that includes</p> <ul style="list-style-type: none"> The statistical accuracy checks for the correct number of cases required by the Performance Indicator sampling and checking methodology, in accordance with HB/CTB Circulars S1/2000 and S5/2000? A minimum 4% sample across a range of decisions on new claims, changes of circumstance amendments and overpayment calculations before a payment or decision notice is issued? New claims within the 4% sample attract a full check. For changes of circumstances within the 4% sample, the check covers the last user action or is a full check, if on the basis of the risk, the LA decides it is necessary. 	Assistant Manager (Benefits)	Yes	<p>Copy of stats 128</p> <p>Copy of checking report</p>		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E10	<p>Using quality checks to improve performance and reduce error</p> <p>In tandem with its targeted review activity, does the LA analyse the results of all management and accuracy checks across the full range of benefit activities including counter fraud and deliver continuous improvement in its performance and service delivery by using its findings to</p> <ul style="list-style-type: none"> Identify the overall level of error in its caseload? Inform training plans and the appraisal process? <p>Yes/No</p>	<p>Revenues & Benefits Manager</p> <p>Assistant Manager (Benefits) and Assistant Manager (Fraud)</p> <p>Training Officer</p>	No	N/A	<p><u>By October 2006</u></p> <p>(1) Benefits – (a) identify a recording mechanism for accuracy checks to allow analysis (b) develop system reporting to report claimant, LA and fraud errors</p> <p>(2) Fraud – (a) commence regular work checks as recommended by performance standards (b) identify a recording mechanism for checks to allow analysis</p> <p>(3) Both – (a) Analyse the above, with intervention and fraud results to provide an indication of the level of fraud and error within RDC (b) Training Officer to use this analysis for staff training and target setting for 2007/2008</p>	60 Hours

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E11	<p>Managing Debt</p> <p>Does the LA have documented overpayments policies and procedures that are used and adhered to by relevant employees to ensure that</p> <ul style="list-style-type: none"> Overpayments are brought to account and are under appropriate financial control? There is an audit trail for all decisions on recoverability and classification? 	Assistant Manager (Benefits)	Yes	Policies		

Overpayments

The Performance Measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
PM7	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayments identified during the period.	Assistant Manager (Benefits)	These performance measures have no weighting.		
PM8	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period	Assistant Manager (Benefits)	These performance measures have no weighting.		
PM9	Performance Indicator for the amount of HB overpayments written-off during the period as a percentage of total amounts of HB overpayment debt outstanding at the start of the period plus amount of HB overpayment identified during the period.	Assistant Manager (Benefits)	These performance measures have no weighting.		

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E12	Overpayments Debts are only written-off, by an authorised officer, in accordance with the LA's corporate or Benefit Services write-off policies after all avenues of recovery that the LA considers appropriate have been considered.	Publicity and Policy Officer	Yes	Benefits write off policy		
E13	The final overpaid amount, taking into account any underlying entitlement to benefit and unpaid or returned cheques is calculated, on average, within a period of 14 days following the date that the LA receives sufficient information.	Assistant Manager (Benefits)	No	N/A	<u>1st July 2006:</u> Procedures now changed and being worked on as part of overpayment procedural changes	10 hours

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E14	Recovery Does the LA have targets for the recovery of old debt and monitor its performance against them?	Overpayments Officer	Yes	A Spreadsheet of outstanding cases is available & monthly stats given.	Information: Targets in line with BVPI & to be confirmed in my PDR. Current target is to collect as much as possible.	
E15	Records of outstanding overpayments are kept when benefit is no longer in payment, in the event of future benefit award, or other change of circumstances, enabling recovery in the future.	Overpayments Officer	Yes	Records held on Academy and cases monitored regularly.	Information: Assessment staff will identify any cases making new claims, and I monitor the remaining cases within recovery action procedures.	
E16	The LA has in place a collection and monitoring policy and systems to monitor the recovery of administrative penalties.	Overpayments Officer	Yes	Spreadsheet of all cases is available that predicts the date at which the overpayment will be cleared and the penalty should be invoiced.	Information: I currently liaise with Investigations regularly concerning any outstanding or new Administrative Penalty cases.	

Security

The Performance Measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
PM10	<p>Number of interventions for which review action has been commenced since 1 April</p> <p>Month 1 Month 2 Month 3</p> <p>Standard is</p> <p>Qtr 1 – Published minimum monthly interventions target (x1) for the year Qtr 2 – Published minimum monthly interventions target (x4) for the year Qtr 3 – Published minimum monthly interventions target (x7) for the year Qtr 4 – Published annual interventions as per Appendix 2 in the Housing Benefit and Council Tax Benefit Security Manual</p>	Assistant Manager (Fraud) Quarterly reporting end of quarter directly to RBM	100	4	December 2005
PM11	Percentage of data-matches resolved within 2 months (standard is 100%)	Assistant Manager (Fraud) Quarterly reporting to commence end of quarter June 2005 and every subsequent quarter directly to RBM	100	4	
PM12	Number of claimants visited (Standard is the published annual visits target for reviews as per Appendix 2 in the Housing Benefit and Council Tax Benefit Security Manual)	Assistant Manager (Fraud) Quarterly reporting to commence end of quarter June 2005 and every subsequent quarter directly to RBM	100	4	

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E17	Compliance with the VF or to equivalent standard The LA ensures a person making a claim or notifying a change of circumstance provides all the certificates, documents, information and other evidence in its original form to support the claim as they may reasonably require to the standard of VF.	Assistant Manager (Benefits)	Yes	System evidence Claim file		
E18	All employees responsible for receiving and verifying documents are trained on the latest evidence requirements, including identifying false documents and following up discrepancies and apply this in order to comply with the relevant legislation	Training Officer	Yes	Training records	<u>Comino – DMU staff all received Stage 1 Verification Training Feb/Apr 06</u>	

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E19	Compliance with data integrity, as per F10/2004 The LA provides data (the HBMS extract) in 'loadable' state for all 12 months on specified dates, ensuring the accuracy of customer National Insurance numbers (NINOs) recorded on their benefit systems: 98% to match with DWP records All incidents rated 1 and 2 by HBMS to be resolved within a maximum of 3 months unless otherwise agreed with HBMS.	Business Support Officer	Yes	HBMS data summary sheets		
		Senior Benefits Officer	Yes	HBMS data incident / system proof changes made		

Fraud Referrals

The Performance Measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
PM13	Number of fraud referrals per thousand caseload	Assistant Manager (Fraud) Quarterly reporting to commence end of quarter June 2005 and every subsequent quarter directly to RBM	These performance measures have no weighting.		
PM14	Performance Indicator: Number of fraud investigators employed per 1000 caseload	Assistant Manager (Fraud) Quarterly reporting to continue (as per current BVPI 76) directly to RBM	These performance measures have no weighting.		
PM15	Performance Indicator: Number of fraud investigations per 1000 caseload	Assistant Manager (Fraud) Quarterly reporting to continue (as per current BVPI 76) directly to RBM	These performance measures have no weighting.		

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E20	Fraud Referrals The LA publicises guidance on making a referral to all employees working for the LA ...	Assistant Manager (Fraud)	Yes	Issued to staff August 2003	August 2006 Review	(4 hours)
	... It provides fraud awareness sessions at induction and supports this with an ...	Assistant Manager (Fraud)	No	N/A	August 2006: Arrange with training officer to create induction package for new Revs and Bens' entrants	6 hours
	... ongoing programme of fraud awareness to employees who are involved with HB/CTB benefit administration, housing and council tax collection, external employees to whom such work is out sourced and any employees working for an RSL who are involved in the verification of HB/CTB claims.	Assistant Manager (Fraud)	No	Training records, fraud awareness presentations	July 2006: Arrange for refresher fraud awareness training for Central Services staff and Capita staff. To coincide with Electronic Records management training	(25 hours)
E21	The LA provides a publicised dedicated telephone service (or National Benefit Fraud Hotline), which is staffed during office hours, for the public or employees to report suspicions. An answer phone service is available outside working hours.	Assistant Manager (Fraud)	Yes	Publicity information and dedicated 318041 answerphone		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E22	Risk Profiling Referrals Referrals are risk assessed, with priority given to medium to high-risk cases, with the results of investigations informing regular review of the risk assessment process.	Assistant Manager (Fraud)	Yes	Risk assessment flowchart, referrals showing methodology, annual referral analysis		
E23	In relevant cases the LA gathers intelligence through a discrete intelligence function with the LA or through National Anti-Fraud Network (NAFN), London Team Against Fraud (LTAF) or through the DWP Intelligence structure.	Assistant Manager (Fraud)	Yes	NAFN subscription, files to show NAFN and DWP requests for intelligence		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E24	<p>Action on Referrals</p> <p>The LA sifts referrals within an average of 10 working days* of receipt and uses a management information system to track all fraud referrals that are allocated to a named investigator and the progress made on them.</p> <p><i>*This excludes bulk data referrals such as the National Fraud Initiative (NFI) and HBMS data matches. These types of bulk referrals should be managed and sifted as a source of potential investigation cases.</i></p>	Assistant Manager (Fraud)	Yes	Academy system, reports and SQLs		
E25	The LA commences investigations within an average of 10 working days of referrals being sifted.	Assistant Manager (Fraud)	Yes	Academy Reports and SQLs		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E26	Fraud Investigator's Code Of Conduct The LA compiles with the appropriate legislation and ensures that its fraud investigation officers understand that under section 67(9) of the Police And Criminal Evidence (PACE) Act 1984 they are persons charged with the investigation of crime and are, therefore subject to the same restraints as the police, especially those contained in PACE Act 1984. In Scotland fraud investigation officers adhere to the test of fairness.	Assistant Manager (Fraud)	Yes	Current Fraud Investigator's Code of Conduct in existence		
E27	The LA maintains a separate fraud file with restricted access for all investigations, and such records as are needed for the purposes of disclosure, under Criminal procedure and Investigations Act (CPIA) 1996, Regulation of Investigatory Powers Act (RIPA) 2000, or Regulation of Investigatory Powers (Scotland) Act (RIP(S)A) 2000 are kept in accordance with PACE Act 1984.	Assistant Manager (Fraud)	Yes	Any fraud investigation has a separate file		
E28	Fraud investigators keep a proper record of what they do for their own personal use so that it can, if necessary, be used as an aide memoire when giving evidence.	Assistant Manager (Fraud)	Yes	Any investigation on Academy has a written log of action taken		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E29	Interviews are conducted under caution in accordance with PACE or the test of fairness (Scotland) when there are reasonable grounds based on known facts or information which are relevant to the offence.	Assistant Manager (Fraud)	Yes	IUC tape register		

E30	The LA fraud policy	Assistant Manager (Fraud)	Yes	Policy document		
	There is a member approved anti-fraud policy ... supported by a fraud business plan against which the progress, outcome and quality of investigations are monitored.	Revenues & Benefits Manager and Assistant Manager (Fraud)	Yes	Policy document		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E31	The LA makes all appointments of authorised officers in accordance with the law ...	Assistant Manager (Fraud)	Yes	Fraud Officer's Authorisation CSPSSA 2000 (AO Powers)		
	... and monitors the use of these powers ...	Assistant Manager (Fraud)	Yes	AO Register		
	... or uses a centralised intelligence resource such as NAFN or a DWP Operational Intelligence Unit (OIU) or in conjunction with neighbouring LAs.	Assistant Manager (Fraud)	Yes	NAFN AO Forms (SSFA 2001 AO Powers)		
E32	The LA has chosen to use and operate the 'Do Not Redirect' (DNR) service in accordance with the legislation and procedural guidance, see <i>HB/CTB Security Manual, Do Not Redirect Service</i> .	Assistant Manager (Fraud)	Yes	HB Policy Manual, logged Comino instances		
E33	The LA has signed, and adheres to, the Fraud Partnership Agreement with Counter-fraud Investigation Service (CFIS) at Operational Board level and has underpinned this with locally agreed service standards with the CFIS Sector, which meet at least the minimum requirements set out in the Partnership Agreement.	Assistant Manager (Fraud)	Yes	Signed FPA, details of subsequent meetings (2005/2006)	<u>September 2006:</u> Awaiting new FPA by DWP	(2 hours)

E34	The LA has in place systems to ensure that only lawful requests are sent to DWP for Inland Revenue information.	Assistant Manager (Fraud)	Yes	N/A		
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Sanctions

The Performance Measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
PM16	Performance Indicator: number of successful sanctions per 1,000 caseload	Assistant Manager (Fraud) Quarterly reporting to continue (as per current BVPI 76) directly to RBM	These performance measures have no weighting.		

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Target date and how will be met
E35	A balanced sanctions policy	Assistant Manager (Fraud)	Yes	Sanction Policy		
	The LA provides clear guidelines to employees to consider and administer the appropriate sanctions ...	Assistant Manager (Fraud)	Yes	Sanction cases		
	... and ensures they are applied strictly in accordance with the law.	Assistant Manager (Fraud)	Yes	Sanction cases / sanction recommendation sheet / successful convictions		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E36	The LA always checks the DWP's database and Police National Computer (PNC) or SOL P (as per HB/CTB Security Manual) for previous benefit fraud sanctions and convictions before issuing a caution or penalty...	Assistant Manager (Fraud)	No	N/A	<p>August 2006: Clarify what DWP require to meet this enabler first</p> <p>August 2006: If necessary, arrange access protocol with SOLP and/or local police to have access to required information</p>	15 hours
	... If a caution or a penalty is given the LA records the penalty details clearly, including sending notification for recording on the DWP database, to ensure further attempts to defraud by the same person are considered for prosecution as a first option.	Assistant Manager (Fraud)	Yes	Sanction cases		
E37	If a caution or penalty is refused the LA ensures all cases are referred for prosecution.	Assistant Manager (Fraud)	Yes	Relevant prosecution cases		

User Focus

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E38	Take up The LA has a written strategy or plan, covering issues of customer service, availability of help and advice and access, to encourage take up of HB/CTB that goes beyond the first step of raising awareness and works in partnership with other stakeholders, such as The Pension Service, LA Welfare Right Services, CAB and voluntary advice groups, to ensure that eligible customers are enabled to make successful claims.	Publicity and Policy Officer	Yes	Policies, extended opening hours and surveys, publicity campaigns MP Radio RDM		
E39	The LA carries out targeted campaigns on under claiming sections of the community, ensuring that assistance is given to eligible customers to make a claim and evaluates the results. The LA does this in conjunction with other stakeholders when this will add value.	Publicity and Policy Officer	Yes	Policies, Pensioners & working age		

Accessibility

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E40	<p>Accessibility</p> <p>The LA regularly reviews the service it provides taking account of:</p> <ul style="list-style-type: none"> Customers and their representatives views The locality Availability of transport Its obligations under the <ul style="list-style-type: none"> Race Relations Acts (1976 and 2000) Disability Discrimination Act (1995) <p>To ensure it best meets customer needs. Customers can contact employees in the LA, by whatever suitable means (such as face to face, by telephone, correspondence, video conference) for a minimum average of 36 hours a week except during public holidays.</p>	Assistant Manager (Benefits)	Yes	<p>Surveys regularly</p> <p>New reception Counter</p> <p>Extended phone opening hours</p> <p>Visiting officers</p> <p>Sheltered Schemes</p>		
E41	<p>Decisions on claims are notified promptly to customers and if relevant third parties and are written concisely, with the reader in mind and in the right tone. Letters state the decision clearly, do not contain jargon and explain technical terms such as non-dependant. Overpayment decisions are notified to the person(s) affected within 14 days of the final calculation.</p>	Assistant Manager (Benefits) and Technical Officer (Benefits)	No		<p>November 2006:</p> <p>Rochford is part of the special interest group set up by Academy (our system provider) which has completed its work and we are awaiting new templates from them to test.</p>	100 hours

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E42	Dealing with enquiries Employees have been set and are achieving targets, which as a minimum reflect corporate customer service targets for dealing with enquiries made by telephone, in person, by letter or e-mail and the LA monitors performance against the targets.	Senior Benefits Officer and Training Officer	No		August 2006 Awaiting for Crystal reports from Comino to be developed so we can monitor performance and set targets more accurately	40 Hours
E43	The LA provides an over the counter service for customers presenting completed claim forms and evidence and verifies them to the standard of VF, so that customers can avoid sending in key documents.	Publicity and Policy Officer	Yes	Policies		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E44	Partnership working Local Service Level Agreement (SLA's) are in place with organisations connected with benefits delivery. These will include Jobcentre Plus, The Pension Service, The Rent Service and Debt Management services. If a national model SLA exists, this should be adopted as the minimum requirement.	Assistant Manager (Benefits)	Yes	Copy of SLAs		
E45	The LA monitors and reviews all its SLAs in accordance with the arrangements set out in each SLA, with action taken to improve effectiveness and security as indicated by the monitoring report.	Assistant Manager (Benefits)	No	N/A	September 2006 Meetings have now taken place with JCP and Rent Service new arrangements are now being put in place.	14 hours
E46	The LA maintains regular contact, supported by formalised and documented working arrangements if considered appropriate, with other organisations, for example RSLs, CAB, Police, Crown Prosecution Service (CPS) or Procurator Fiscal in Scotland.	Assistant Manager (Benefits) and Assistant Manager (Fraud)	No	N/A	Ongoing: Assistant Manager (Benefits) and Assistant Manager (Fraud) to have ascertained appropriate "other organisations" and identified potential Benefits and Fraud shared interests with particular organisations.	20 hours

Appeals and Complaints

The Performance Measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
PM17	Percentage of applications for reconsideration/revision actioned and notified within 4 weeks (standard 65%)	Assistant Manager (Benefits)	64	3	
PM18	Percentage of appeals submitted to the Appeals Service in 4 weeks (standard 65%)	Assistant Manager (Benefits)	100	4	
PM19	Percentage of appeals submitted to the Appeals Service (including those in PM18) in 3 months (standard 95%)	Assistant Manager (Benefits)	100	4	

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E47	Appeals Nominated skilled individuals are responsible for handling queries, disputes, applications for reconsideration/revision, appeals referrals, ensuring they are correct in law and representing the LA case at tribunal hearings	Assistant Manager (Benefits)	Yes	JD & Person Spec		
E48	Decisions from appeals tribunals are implemented as soon as practical – the LA seeks to complete this action within 4 calendar weeks	Assistant Manager (Benefits)	Yes	No evidence as none received		
E49	Complaints There are clear procedures and the LA sets targets that as a minimum, match corporate targets for dealing with complaints. Customers are advised how much they can make a complaint. Complaints are identified, registered and their progress is monitored. Effective remedial action is taken to address the causes of complaints.	Personal Assistant to Head of Revenue & Housing Management	Yes	Corporate complaints policy		

Resource Management

The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E50	Managing the Benefits service The LA sets targets that are comprehensive in scope, include the statutory PIs, are stretching and provide a baseline of current performance.	Revenues and Benefits Manager	Yes	Three year targets, PDR's and individual targets		
E51	There are arrangements in place to monitor the delivery of plans and targets on a quarterly basis (including if appropriate resources to monitor outsourced elements in line with contracts) to inform senior officers and Members.	Revenues and Benefits Manager	Yes	QPR's capita monitoring reports, Monthly report for CPA relationship manager		
E52	The LA has documented arrangements to manage risks to the service provision to ensure business continuity during change programmes and emergencies.	Revenues and Benefits Manager	Yes	Contingency Plan		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E53	Monitoring Performance The LA provides accurate and timely MIS data, HBMS data, quarterly performance measurement data and annual self-assessment returns against the Performance Standards.	Revenues and Benefits Manager and Assistant Manager (Benefits)	Yes	Copies of MIS stats		
E54	The LA identifies where statutory Performance Indicator targets and standards for performance measures are not being achieved and establishes the reasons so that corrective action can be implemented for the future.	Assistant Manager (Benefits)	Yes	Monitoring reports, work returns, accuracy checks		

E55	Providing for a skilled and competent workforce There are up-to-date documented recruitment, induction, training, codes of conduct (including pre-appointment checks and declaration of interest protocols), appraisal, retention and diversity strategies, whether corporate or specific to the Benefits Service.	Assistant Manager (Benefits) and Training Officer	Yes	Induction programme Career matrix Training records & procedures, protocols		
E56	The LA provides a structured training programme, underpinned with training material that recognises the different skills bases, competencies and professional qualifications needed by benefit processors, overpayment recovery officers, customer facing employees, fraud investigators, supervisors and managers.	Training Officer and Revenues and Benefits Manager	Yes	Career matrix, IRRV and copies of other courses		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E57	<p>Achieving Value for Money</p> <p>The LA operates a costing structure that provides an assessment for the Benefit Service's overall cost, including counter fraud work, and shows the relationship between cost and the level of service provided. Costs are monitored, reviewed and adjusted in the light of potential over or under spends or efficiency objectives and there is an audit trail on the costs and adjustments.</p>	Revenues & Benefits Manager and Financial Services Manager	No	Accountancy budgetary control sheets	<p><u>December 2006</u></p> <p>R & B Manager to approach CIPFA Revenues consortium about inclusion in benchmarking scheme and to include it as part of its joint working programme with Chelmsford and Maldon.</p> <p>Financial Services Manager to review the costs of the service with details how these costs are made up.</p>	
E58	Does the LA Consider joint procurement and joint working with other LA's and internal and external partners to obtain efficiency and economic benefits?	Revenues & Benefits Manager	Yes	Capita phone partnership, Fraud joint working with JCP & CPBC & Centre of Excellence, Joint training & Joint forms		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E59	IT Systems The IT systems support all aspects of paying and accounting for benefit, including counter fraud and debt recovery, and interfaces effectively with other relevant IT systems. They provide accurate management and statistical information and enable production of ad hoc management information and exception reports.	Revenues & Benefits Manager and Internal Audit	No	Audit report required	<u>June 2006</u> Audit section to either carry out a computer audit or seek evidence from other authorities who have carried out such an audit on Academy	
E60	The LA manages and monitors the contract arrangements with its IT providers to ensure compliance with agreed and documented performance standards in the provision of the Benefits Service.	IT Contract Manager	Yes	Monthly contract reports and meetings, original contract, SLA		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E61	Internal Control Mechanisms There are IT security and testing protocols and processes including a secure user environment through password controlled access to IT systems.	Business Support Manager	Yes	Test & Live system Network passwords Release notes		
E62	The LA has secure post opening procedures with all relevant items dealt with the VF standards or their equivalent. There are protocols and processes for the secure control of case documents, cheques, receipts, automated payments and other valuable items, including their return to the customer when appropriate.	Publicity and Policy Officer	Yes	Procedures & previous evidence of old standards		
E63	The LA carries out a check which includes a sample case check, on its quarterly performance measure data to validate user input before submitting it to DWP.	Assistant Manager (Benefits)	Yes	Sample checking of cases carried out for accuracy		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E64	Secure Administration There is a risk based IA programme to examine the Benefits Service's working practices and IT functionality for compliance with documented procedural guidance and legislative requirements.	Internal Auditor	Yes	Copy of IA programme		
E65	The LA implements agreed recommendations from IA and external audit (EA) and inspection reports.	Internal Auditor	Yes	Copies of recommendations and follow-up reports		