

# **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	24	4	60
PM2: Percentage of new claims outstanding over 50 days	7%	>30	30-21	10-20	<10	5	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	5%	<65	65-79	80-90	>90	65	2	10
PM5: Performance Indicator for speed of processing change of circumstances	12%	>28	28-21	20-9	<9	27	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								150
1-4 Score = Total / 50								3 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%	68	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%	123	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									4
									4

## 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	79	4	16	
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									60	
1-4 score = Total/15									4	
									4	



## **Appendix 2**

### **Scores and Weightings for the Performance Measure and Enablers**

## Performance Measures

Theme	Total of Grade*Weight
Claims Administration	150
Security	140
User Focus	60
Total	350
Total / 100	3.5
<b>Total PM 1-4 score</b>	<b>4</b>

## 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	17	80.95	4	28.33
User Focus	15	12	8	66.67	3	10.00
Resource Management	15	16	13	81.25	4	12.19
Total of Weight* Percentage of enablers achieved						81.15 <b>81%</b>
Total Enabler 1-4 score					<b>4</b>	

## **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	4
Enabler Score	4
<b>Overall Score</b>	<b>4</b>



## **Appendix 4**

### **Statement of Position and Compliance Timetable**



## Performance Standards - Statement of Position June 2005

### Claims Administration

#### The Performance measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
<b>PM1</b>	Performance Indicator for average speed of processing new claims (Standard 36 days)	Assistant Manager (Benefits)	24	4	Achieved
<b>PM2</b>	Percentage of new claims outstanding over 50 days (Standard 10%)	Assistant Manager (Benefits)	5	4	Achieved
<b>PM3</b>	Percentage of new claims decided within 14 days of receiving all information (Standard 90%)	Assistant Manager (Benefits)	79	2	April 2006
<b>PM4</b>	Percentage of Rent Allowance (RA) claims paid on time or within 7 days of the decision being made (Standard 90%)	Assistant Manager (Benefits)	65	2	April 2006
<b>PM5</b>	Performance Indicator for average speed of processing change of circumstances (Standard of 9 days – subject to review)	Assistant Manager (Benefits)	27	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
<b>E1</b>	<b>Workload Management</b> 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)	<b>Yes</b>	Stats, Monitoring Reports, Work returns		
<b>E2</b>	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)	<b>Yes</b>	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	<b>Gathering Information</b>  Does the LA: <ul style="list-style-type: none"> <li>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?</li> <li>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?</li> </ul>	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><b>Note:</b> The term 'direct payment' is likely to be removed as Local Housing Allowance is rolled out.</p>	Assistant Manager (Benefits)	Yes	Claim Form	<p><b>Review:</b>  <b>September 2005</b>            Claim form to be reviewed in preparation for DIP</p>	(8 hours)

E7	<p><b>Working effectively with landlords to minimise repossessions</b></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><b>Review:</b>  <b>September 2005</b>            When form reviewed as per E6</p>	
E8	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.	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><b>Quality Checks</b></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"> <li>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?</li> <li>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</li> </ul>	Assistant Manager (Benefits)	Yes	<p>Copy of stats 128</p> <p>Copy of checking report</p>		

	necessary.					
--	------------	--	--	--	--	--

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
<b>E10</b>	<p><b>Using quality checks to improve performance and reduce error</b></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"> <li>Identify the overall level of error in its caseload?</li> <li>Inform training plans and the appraisal process?</li> </ul> <p><b>Yes/No</b></p>	<p>Revenues &amp; Benefits Manager</p> <p>Assistant Manager (Benefits) and Assistant Manager (Fraud)</p> <p>Training Officer</p>	<b>No</b>	N/A	<p><b><u>By January 2006</u></b></p> <p><b>(1) Operational Plan</b> – R &amp; B Manager to amend operational plan to include quarterly management monitoring review of checking processes</p> <p><b><u>By April 2006</u></b></p> <p><b>(2) Benefits</b> – (a) identify a recording mechanism for accuracy checks to allow analysis (b) develop system reporting to report claimant, LA and fraud errors</p> <p><b>(3) Fraud</b> – (a) commence regular work checks as recommended by performance standards (b) identify a recording mechanism for checks to allow analysis</p> <p><b>(3) Both</b> – (a) Analyse the above, with intervention and fraud results to provide an</p>	60 Hours



					indication of the level of fraud and error within RDC (b) Training Officer to use this analysis for staff training and target setting for 2006/2007	
--	--	--	--	--	---	--

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E11	<b>Managing Debt</b>  Does the LA have documented overpayments policies and procedures that are used and adhered to by relevant employees to ensure that <ul style="list-style-type: none"> <li>• Overpayments are brought to account and are under appropriate financial control?</li> <li>• There is an audit trail for all decisions on recoverability and classification?</li> </ul>	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	<b>Overpayments</b> 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>1<sup>st</sup> January 2006:</u> Procedures now changed from 01/10/05 but evidence of returned cheques and confirmation that underlying entitlement will require a specific report to be written	10 hours

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E14	<b>Recovery</b> 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.	<b>Information:</b> 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.	<b>Information:</b> 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.	<b>Information:</b> 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
<b>PM10</b>	<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 to commence end of quarter June 2005 and every subsequent quarter directly to RBM	68	4	December 2005
<b>PM11</b>	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	
<b>PM12</b>	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	123	4	

## The Enablers

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
<b>E17</b>	<b>Compliance with the VF or to equivalent standard</b> 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)	<b>Yes</b>	System evidence Claim file		
<b>E18</b>	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	<b>Yes</b>	Training records		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E19	<b>Compliance with data integrity, as per F10/2004</b>  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
<b>E20</b>	<b>Fraud Referrals</b> The LA publicises guidance on making a referral to all employees working for the LA ...	Assistant Manager (Fraud)	<b>Yes</b>	Issued to staff August 2003		(4 hours)
	... It provides fraud awareness sessions at induction and supports this with an ...	Assistant Manager (Fraud)	<b>No</b>	N/A	<b>December 2005:</b> 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)	<b>No</b>	Training records, fraud awareness presentations	<b>January 2006:</b> Arrange for refresher fraud awareness training for Central Services staff and Capita staff. To coincide with Electronic Records management training	(25 hours)
<b>E21</b>	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)	<b>Yes</b>	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
<b>E22</b>	<b>Risk Profiling Referrals</b> 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)	<b>Yes</b>	Risk assessment flowchart, referrals showing methodology, annual referral analysis		
<b>E23</b>	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)	<b>Yes</b>	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
<b>E24</b>	<p><b>Action on Referrals</b></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)	<b>Yes</b>	Academy system, reports and SQLs		
<b>E25</b>	The LA commences investigations within an average of 10 working days of referrals being sifted.	Assistant Manager (Fraud)	<b>Yes</b>	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	<b>Fraud Investigator's Code Of Conduct</b> 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	<b><u>September 2005:</u></b> Update current code of practice (no updated since prior to April 2003)	(10 hours)
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
<b>E29</b>	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)	<b>Yes</b>	IUC tape register		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E30	<b>The LA fraud policy</b> There is a member approved anti-fraud policy ...	Assistant Manager (Fraud)	<b>Yes</b>	Policy document	<b>December 2005:</b> Review current policy in line with DWP changes and present to Members	(8 hours)
	... supported by a fraud business plan against which the progress, outcome and quality of investigations are monitored.	Revenues & Benefits Manager and Assistant Manager (Fraud)	<b>No</b>	Policy document	<b>December 2005:</b> Produce a new Fraud Business Plan as part of operational plan specifying how progress, outcomes and quality of investigations are monitored	10 hours
E31	The LA makes all appointments of authorised officers in accordance with the law ...	Assistant Manager (Fraud)	<b>Yes</b>	Fraud Officer's Authorisation CSPSSA 2000 (AO Powers)		
	... and monitors the use of these powers ...	Assistant Manager (Fraud)	<b>Yes</b>	AO Register		12 hours
	... 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)	<b>Yes</b>	NAFN AO Forms (SSFA 2001 AO Powers)		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
E32	The LA has chosen to use and operate the 'Do Not Redirect' (DNR) service in accordance with the legislation and procedural guidance, <i>see HB/CTB Security Manual, Do Not Redirect Service.</i>	Assistant Manager (Fraud)	Yes	HB Policy Manual, logged fraud referrals from DNR source	<b>September 2005:</b> Review current policy to ensure it is up-to-date and relevant (not reviewed since prior to April 2003)	(12 hours)
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)	<b>September 2005:</b> 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)	No	N/A	<b>December 2005:</b> Not currently done as DWP will refuse insufficient requests. <b>Clarify what DWP require to meet this enabler before</b> introducing a formal checking procedure for all DWP intelligence requests prior to issue (and amend forms as necessary)	5 hours



## 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	<b>A balanced sanctions policy</b>					
	The LA provides clear guidelines to employees to consider ...	Assistant Manager (Fraud)	Yes	Sanction Policy		
	... 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><b>December 2005:</b> Clarify what DWP require to meet this enabler first</p> <p><b>January 2006:</b> 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
<b>E38</b>	<b>Take up</b> 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	<b>Yes</b>	Policies, extended opening hours and surveys, publicity campaigns MP Radio RDM		
<b>E39</b>	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	<b>Yes</b>	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><b>Accessibility</b></p> <p>The LA regularly reviews the service it provides taking account of:</p> <ul style="list-style-type: none"> <li>Customers and their representatives views</li> <li>The locality</li> <li>Availability of transport</li> <li>Its obligations under the               <ul style="list-style-type: none"> <li>Race Relations Acts (1976 and 2000)</li> <li>Disability Discrimination Act (1995)</li> </ul> </li> </ul> <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><b>April 2006:</b></p> <p>Rochford is part of the special interest group set up by Academy (our system provider) which are currently looking at all relevant letter templates. However, progress is slow and</p>	100 hours

					Rochford will as an interim produce leaflets and amend any templates that have significant failings. A review of all letters will need to be carried out by a qualified officer.	
--	--	--	--	--	--	--

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
<b>E42</b>	<b>Dealing with enquiries</b> 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	<b>No</b>		<b>April 2006</b> Once the Comino Electronic records Management System is introduced, Rochford will be able to accurately set individual targets for staff monitor these and use as part of training and PDR process	40 Hours
<b>E43</b>	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	<b>Yes</b>	Policies		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
<b>E44</b>	<b>Partnership working</b> 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)	<b>Yes</b>	Copy of SLAs		
<b>E45</b>	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)	<b>No</b>	<b>N/A</b>	<b>February 2006</b> Rent Service & JCP are not assisting with review. Meeting to be arranged to discuss issues and guidance taken on how best improve our monitoring an liaison	14 hours
<b>E46</b>	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)	<b>No</b>	<b>N/A</b>	<b>February 2006:</b> Assistant Manager (Benefits) and Assistant Manager (Fraud) to have ascertained appropriate "other organisations" and identified potential Benefits and Fraud shared interests with particular	20 hours

					<p>organisations</p> <p><b><u>March 2006:</u></b> Put in place formalised and documented working arrangements with appropriate “other organisations” after SLA issues in E45 have been resolved.</p>	
--	--	--	--	--	--	--



## Appeals and Complaints

### The Performance Measures

Measure	Description	Person Responsible	Current Position	Current Grade	Grade 4 Target Date
<b>PM17</b>	Percentage of applications for reconsideration/revision actioned and notified within 4 weeks (standard 65%)	Assistant Manager (Benefits)	79	4	
<b>PM18</b>	Percentage of appeals submitted to the Appeals Service in 4 weeks (standard 65%)	Assistant Manager (Benefits)	100	4	
<b>PM19</b>	Percentage of appeals submitted to the Appeals Service (including those in <b>PM18</b> ) 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
<b>E47</b>	<b>Appeals</b> 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)	<b>Yes</b>	JD & Person Spec		
<b>E48</b>	Decisions from appeals tribunals are implemented as soon as practical – the LA seeks to complete this action within 4 calendar weeks	Assistant Manager (Benefits)	<b>Yes</b>	No evidence as none received		
<b>E49</b>	<b>Complaints</b> 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	<b>Yes</b>	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
<b>E50</b>	<b>Managing the Benefits service</b> 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	<b>Yes</b>	Three year targets, PDR's and individual targets		
<b>E51</b>	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	<b>Yes</b>	QPR's capita monitoring reports, Monthly report for CPA relationship manager		
<b>E52</b>	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	<b>Yes</b>	Contingency Plan		

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
<b>E53</b>	<b>Monitoring Performance</b> 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)	<b>Yes</b>	Copies of MIS stats		
<b>E54</b>	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)	<b>Yes</b>	Monitoring reports, work returns, accuracy checks		

<b>E55</b>	<b>Providing for a skilled and competent workforce</b> 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	<b>Yes</b>	Induction programme Career matrix Training records & procedures, protocols		
<b>E56</b>	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	<b>Yes</b>	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
<b>E57</b>	<p><b>Achieving Value for Money</b></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	<b>No</b>	Accountancy budgetary control sheets	<p><u>June 2006</u></p> <p>R &amp; 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, Colchester and Maldon.</p> <p>Financial Services Manager to review the costs of the service with details how these costs are made up.</p>	
<b>E58</b>	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	<b>Yes</b>	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
<b>E59</b>	<b>IT Systems</b> 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	<b>No</b>	Audit report required	<u><b>June 2006</b></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	
<b>E60</b>	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	<b>Yes</b>	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
<b>E61</b>	<b>Internal Control Mechanisms</b> There are IT security and testing protocols and processes including a secure user environment through password controlled access to IT systems.	Business Support Manager	<b>Yes</b>	Test & Live system Network passwords Release notes		
<b>E62</b>	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	<b>Yes</b>	Procedures & previous evidence of old standards		
<b>E63</b>	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)	<b>No</b>		<b><u>March 2006:</u></b> <b>Clarify what DWP require to meet this enabler first</b>  Checks to commence from last quarter 2005/2006	8 hours

Ref	Enabler	Responsible	Met?	Supporting Evidence	If not met / review required:	
					Target date and how will be met	Officer Hours Required
<b>E64</b>	<b>Secure Administration</b> 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	<b>Yes</b>	Copy of IA programme		
<b>E65</b>	The LA implements agreed recommendations from IA and external audit (EA) and inspection reports.	Internal Auditor	<b>Yes</b>	Copies of recommendations and follow-up reports		