

SERVICES SELECT COMMITTEE
25 September 2012 at 7.00 pm

At the above stated meeting the attached documents were tabled for the following items:

3. Formal Response from the Cabinet following matters referred by the Committee and/or requests from the Performance and Governance Committee (please refer to the minutes as indicated):

(a) Performance Monitoring (Referral from Performance and Governance Committee 12 June 2012)
4. Actions from the Previous Meeting
6. Universal Credit In-Depth Scrutiny Board - Final Report

(Pages 1 - 6)

(Pages 7 - 8)

(Pages 9 - 24)

*Adrian
Rowbotham*

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Services Select Committee PI's

Benefits Service Performance 2012/13



Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI HB 001 Page 1	Average number of days to process new benefits claims	52	30		<table border="1"> <caption>Trend Chart Data for LPI HB 001</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2012</td> <td>43</td> </tr> <tr> <td>May 2012</td> <td>52</td> </tr> <tr> <td>June 2012</td> <td>58</td> </tr> <tr> <td>July 2012</td> <td>54</td> </tr> <tr> <td>August 2012</td> <td>52</td> </tr> </tbody> </table>	Month	Value	April 2012	43	May 2012	52	June 2012	58	July 2012	54	August 2012	52	<p>Demand for the service continues to be extremely high and additional resources have been secured.</p>
Month	Value																	
April 2012	43																	
May 2012	52																	
June 2012	58																	
July 2012	54																	
August 2012	52																	
LPI HB 006	Average number of days to process change of events	19.4	18		<table border="1"> <caption>Trend Chart Data for LPI HB 006</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2012</td> <td>17</td> </tr> <tr> <td>May 2012</td> <td>18.5</td> </tr> <tr> <td>June 2012</td> <td>21</td> </tr> <tr> <td>July 2012</td> <td>18</td> </tr> <tr> <td>August 2012</td> <td>22</td> </tr> </tbody> </table>	Month	Value	April 2012	17	May 2012	18.5	June 2012	21	July 2012	18	August 2012	22	<p>As a result there is an improvement in turn around times for new claims in July and work is continuing to further improve performance.</p>
Month	Value																	
April 2012	17																	
May 2012	18.5																	
June 2012	21																	
July 2012	18																	
August 2012	22																	

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Services Select Committee


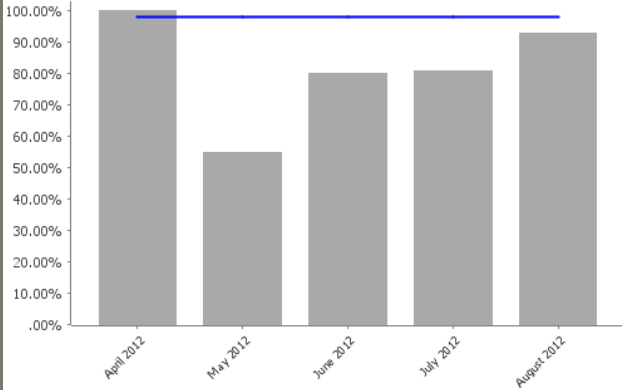
Green Waste Service Performance 2012/13



Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI Waste 004	Number of missed green waste collections	359	42		<table border="1"> <caption>Missed Green Waste Collections (2012)</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2012</td> <td>15</td> </tr> <tr> <td>May 2012</td> <td>15</td> </tr> <tr> <td>June 2012</td> <td>55</td> </tr> <tr> <td>July 2012</td> <td>145</td> </tr> <tr> <td>August 2012</td> <td>125</td> </tr> </tbody> </table>	Month	Value	April 2012	15	May 2012	15	June 2012	55	July 2012	145	August 2012	125	<p>The number of missed garden waste collections between April and August 2012/13 is 359 [236 bins and 123 sacks] compared with 71 over the same period last year. The annual target for 2012/13 for missed garden waste collections is 100.</p> <p>This collection crew has been through major staffing changes lately due to a combination of staff departures and long term sickness, resulting in the need to engage agency staff until vacancies are filled permanently. Agency staff are not as familiar with the collection rounds as directly employed staff.</p> <p>A new Supervisor/Driver has recently started and has been tasked with turning round performance as a matter of priority, particularly for those customers with a bin permit. Performance will continue to be closely monitored on a weekly basis.</p>
Month	Value																	
April 2012	15																	
May 2012	15																	
June 2012	55																	
July 2012	145																	
August 2012	125																	

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Agenda Item 3

Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI Waste 005	Percentage of missed green waste collections corrected by next working day	81.80%	98.00%		 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April 2012</td> <td>100.00%</td> </tr> <tr> <td>May 2012</td> <td>55.00%</td> </tr> <tr> <td>June 2012</td> <td>80.00%</td> </tr> <tr> <td>July 2012</td> <td>80.00%</td> </tr> <tr> <td>August 2012</td> <td>92.00%</td> </tr> </tbody> </table>	Month	Percentage	April 2012	100.00%	May 2012	55.00%	June 2012	80.00%	July 2012	80.00%	August 2012	92.00%	<p>Performance against this indicator is directly affected by the increased number of missed collections to be corrected, 359 between April and August 2012/13.</p> <p>The garden waste collection crew have been through a period of staff changes due to staff departures and long term sickness requiring the use of agency staff until vacancies are filled permanently.</p> <p>The agency staff's knowledge of the rounds is not as good as the permanent crews. A new Supervisor/Driver has been appointed and has been tasked with turning round performance as a matter of priority. Performance will be monitored on a weekly basis.</p>
Month	Percentage																	
April 2012	100.00%																	
May 2012	55.00%																	
June 2012	80.00%																	
July 2012	80.00%																	
August 2012	92.00%																	

Further Update from Head of Environmental & Operational Services

The performance issue with missed green waste collections has peaked since June this year but actions taken by the Council in August with the recruitment of new staff and better communication of the collection rounds performance is starting to improve.

A new Supervisor/Driver has been appointed and this has been integral to enabling the crew and the overall level of service to improve. He has spent the last 6 weeks working with each of the 3 crews to better define their collection rounds. Each crew carries out alternate weekly collections of bins [permit holders] and sacks, containing garden waste. Through this system the whole District can be covered by just 3 rounds, made up of 1 vehicle and a crew of 2 including the driver, over a 2 week period. There are over 6,000 green waste permit holders in the District, which the crew has addresses for. However as green waste sacks can be purchased at any time by any household the crews don't know who may have purchased sacks or when they may put them out for collection. As a result they need to drive down and check every road on their round.

The main reason for the poor performance this year has been changes to the crew, due to long term sickness and staff leaving the Council. New staff are learning the rounds and starting to improve performance, but whilst they were being recruited the Council had to rely heavily on agency staff, who don't have the best knowledge of the rounds and as a result missed a large number of collections.

Positively since the rounds have now been fully defined to the crews, performance has substantially improved and the Driver/Supervisor is working hard towards achieving his key performance target of sustained improvement in the collection of green waste.

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Long Term Sickness 11/12 breakdown

Absence Reason	Percentage of sickness
Operations and Recovery	46%
Stress, depression and anxiety	28%
Chest/respiratory	10%
Cancer Treatment	8%
Musculoskeletal	6%
Pregnancy Related	2%

Proposed strategy (as set out in 19th June 2012 Services Select Committee report)

- Improving the Employee Assistance Programme (EAP) available for all staff by making it available on the internet. This is in addition to the current service where staff can access support over the telephone or access support in person where it is necessary;
- The HR team will invest more time in management reporting. Each month a member of the team will meet with each Head of Service to ensure they are aware of all sickness issues in their respective areas;
- Each quarter a member of the team will attend Departmental Management Team meetings, ensuring Directors, alongside their Heads of Service are fully briefed on all sickness issues across their Directorate; and
- Detailed monthly reports will be sent to all managers on staff absence, helping to ensure immediate action is being taken when an issue with sickness absence has been identified.
- An online portal through which occupational health referrals can be made;
- Improved response times in relation to referral reports. The report from Occupational Health will now be available on the same day the officer is seen;
- Access to a physician over the telephone for immediate advice;
- A website hosted on the Council Intranet on which all officers can read articles and features on a range of health issues; and
- Health and well being days specifically targeted to tackle issues such as stress, depression, healthy lifestyles and life skills.

Other initiatives being proposed or currently undertaken

- Manual Handling Training to ensure musculoskeletal absences are avoided where possible.
- Role specific risk assessments to ensure employees are aware of how to fulfil their role safely, aimed to try to minimise any musculoskeletal absences.
- Earlier introduction of phased returns to work where employees are returning after an operation, normally over four to six weeks.
- Flexible working introduction to allow those not fit enough to come into the office an earlier opportunity to work from home.
- Well Being Assessment designed to be SDC specific, tailored from HSE recommended tool but designed to be SDC specific. A document that allows concerns around stress/anxiety to be discussed to ensure discussions take place so employee can be supported.
- Earlier redeployment to assist those medically unfit to continue in their roles after a musculoskeletal or a complex operation to look for alternative roles within the organisation.
- Returning on different (lighter) duties to assist those recovering from an operation or musculoskeletal injury to return to work in a suitable role.
- Online (and telephone) based EAP service to support employees and their families and to allow access to advice in a practical way.
- Healthy Mind, Healthy Body well being day aimed at giving practical advice and guidance to those suffering with any form of mental illness.
- Themed and focused Health portal on intranet aimed at delivering information to employees and managers on topics such as fighting the winter flu, how to deal with muscular issues and healthy eating.

Comparison of sickness across all sectors

Average Annual Absence Rates (Dec 2011)	(%)
Local Government	4.2
Public Sector	4.0
Non profit	3.9
Sevenoaks District Council	4.6
Private Sector Services	3.1
The figure for SDC at the end of August 2012 was 3.83%.	

Universal Credit Sub Group Update



Services Select Committee

25 September 2012

Members: Cllr Anna Firth (Chairman), Cllr Michael Horwood (Vice Chairman), Cllr Simon Raikes, Cllr Roddy Hogarth and Cllr Lawrence Ball

Structure

- Introduction to key welfare reforms
- Challenges & impacts
- Financial implications
- Proposed strategy



What is Universal Credit (UC)?



Universal credit will be rolled out from Oct 2013 – Oct 2017

- A simpler benefits system that amalgamates most benefits – this will reduce fraud and make the system easier to understand.
- A more worthwhile benefits system that makes most people better off working.
- A system that is designed to respond to the flexibilities of modern working patterns.

Universal Credit Sub Group

What is the current system?

Housing Benefit
Council Tax Benefit



Jobseekers Allowance
Income Support
Employment Support Allowance



Working Tax Credits
Child Tax Credits
Child Benefit



Disability Living Allowance
Pension Credits



Universal Credit Sub Group

What is the new system?

Universal Credit

Benefits Outside of Universal Credit



Council Tax 'Discount'

AND

*possible on-going role
helping people get "on-line"
i.e "Face-to-Face" delivery
of Universal Credit*



Universal Credit Sub Group

Some of the Challenges Ahead

- The 'ambitious' 80% of *applications online* target.
- The payment of Universal Credit monthly, not fortnightly.
- The payment of housing benefit to social tenants directly.
- Budgeting of Universal Credit, along with a possible reduction in Council Tax Benefit and reduced access to 'The Social Fund'.
- Creation of a new Council Tax localisation policy.



Universal Credit Sub Group

Implementation - key dates

- April 2013 – Pathfinders go live. (Other welfare reforms e.g housing benefit cap begin).
- October 2013-National launch of UC for out of work claimants starting with JSA.
- April 2014 – New claims from in-work claimants begin & start of migration of existing claims (legacy caseload)
- October 2017–All existing claims migrated to the DWP

Impact on Sevenoaks District Council

- The biggest impact that Universal Credit will have on the Council is the 'unknown' financial consequences it can have on the Council's budget.
- The reforms could potentially cause uncertainty and homelessness, which causes additional (yet unknown) expense to the Council.
- The retention of benefits staff and associated costs with staff moving on causes additional expense and uncertainty.

Proposed Strategy - context

- Demand for benefits service
- Welfare reform prior to UC
- Unknowns
- Legacy Housing benefit caseload
- Reduced Government grant



Strategy

- Integrated approach
- Not biting off more than we can chew
 - Maintain current capacity
 - Link & sign-post
 - High risk families
 - Broader benefits role
- Post April 2013 policy review



Universal Credit Sub Group

Delivery – next steps

- Ahead of the game
- Expect best but prepare for the worst
- Imaginative solutions
- Strategic agility
- Sub group to meet again in June 2013



In the meantime ...

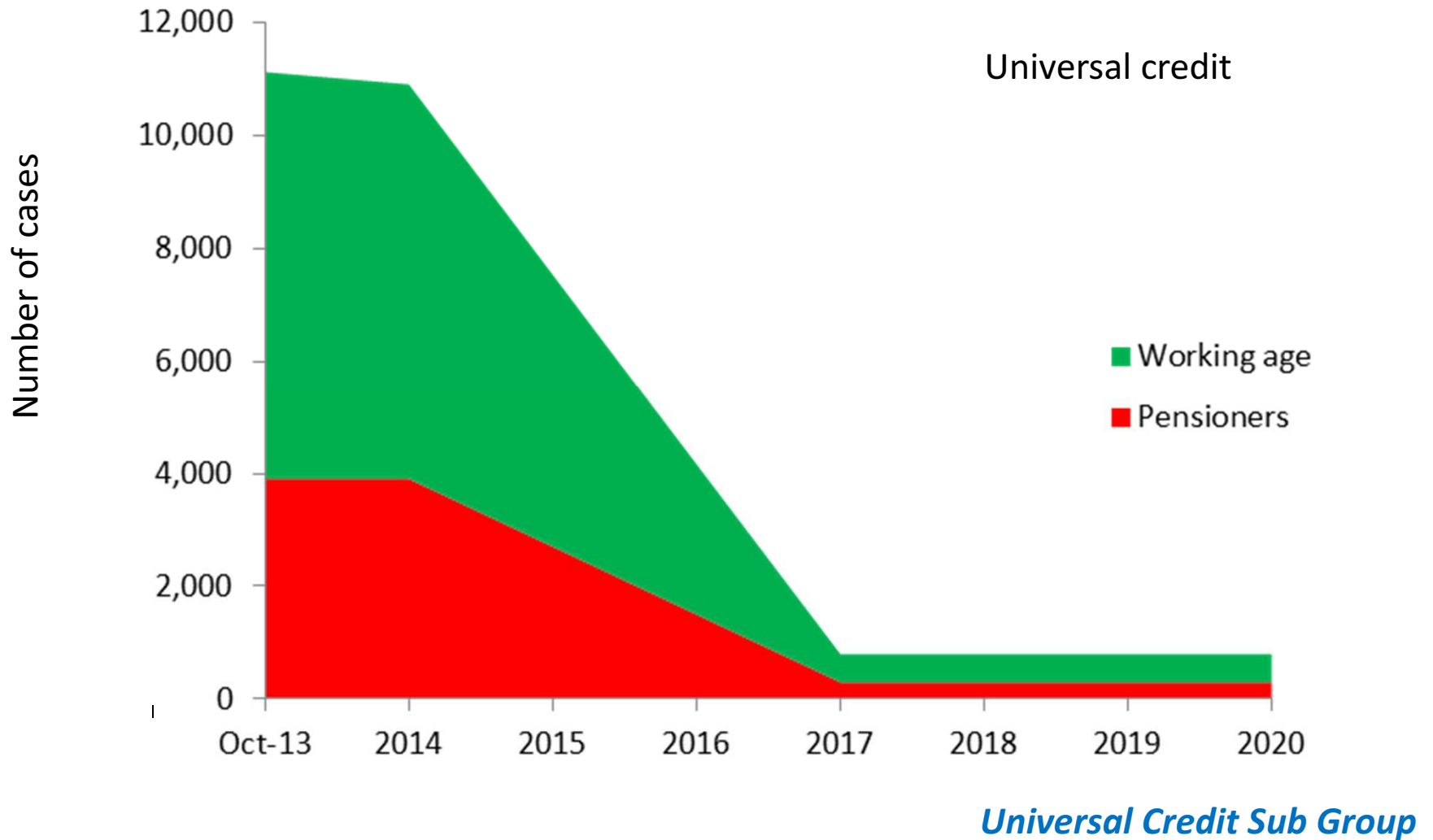


Thank you for listening

Questions?

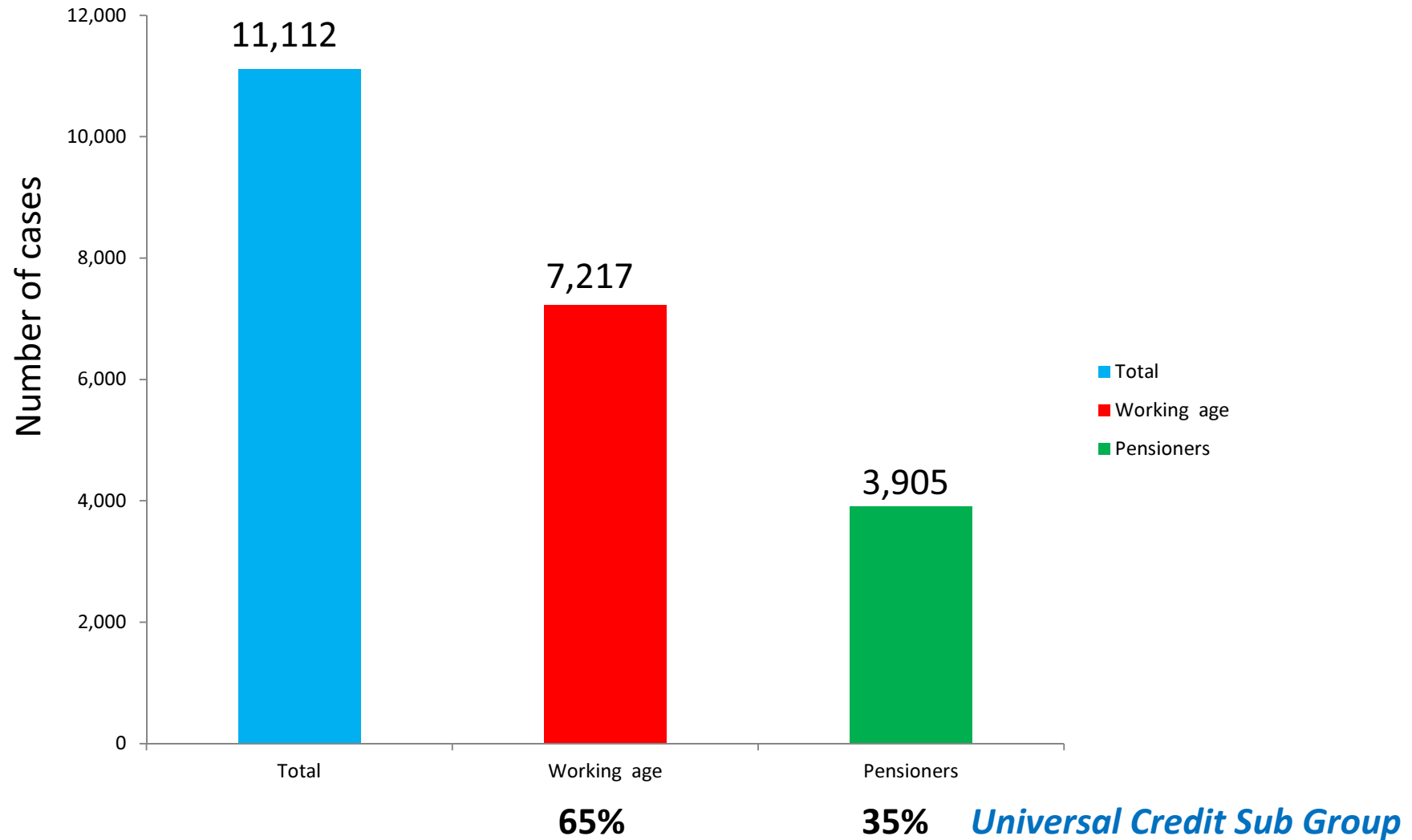


Migration of housing benefit caseload



Housing Benefit Caseload

Dartford & Sevenoaks - May 2012



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