

17 June 2011

JOINT PARTNERSHIP COMMITTEE

To: Councillor A J Ketteridge, Councillor Mrs Jackie Cheetham and Councillor Robert Chambers (Uttlesford) and Councillor Andrew Johnson, Councillor Eddie Johnson and Councillor Simon Carter (Harlow).

Please note that a meeting of the Joint Partnership Committee will be held in Harlow as per the details below:

Date: 22 June 2011
Time: 6:30 pm
Venue: Council Chamber, Civic Centre, Harlow CM20 1WG

Attached please find a **map** showing the location of the Civic Centre in Harlow. **Parking** is available in the Water Gardens Car Park adjacent to the Civic Centre on a pay-and-display basis.



Harlow. map.pdf
(383 KB)

Yours sincerely

Malcolm Morley
Chief Executive: Harlow District Council

A G E N D A

1. Apologies for absence.
2. Declarations of interest.
3. Statements by the Staff.
4. Consideration of minutes of the meeting held on 23 March 2011 (attached at pages 2-4).
5. Consideration of Revenues and Benefits Shared Services Business Case Report by Steria Limited (covering report attached at pages 5-6 and Steria Report attached below)



Harlow & Uttlesford
Business Case Report

6. Matters of Urgent Business

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**JOINT PARTNERSHIP COMMITTEE held at UTTLESFORD
DISTRICT COUNCIL OFFICES LONDON ROAD SAFFRON
WALDEN at 6.30pm on 23 MARCH 2011**

Present: Councillor A J Ketteridge – Chairman.
Councillors S Carter and M Danvers (Harlow Members);
Councillors Councillor R P Chambers and P Wilcock
(Uttlesford Members).

Officers in attendance: John Mitchell (Chief Executive, Uttlesford
District Council), Graham Branchett (Strategic Director,
Harlow Council), Simon Martin (Divisional Head: Customer
Support and Revenue Services UDC), Maggie
Cox (Democratic Services Officer) and Adrian Webb (Director
of Corporate Services UDC).

Also Present: Steve Knights and Juliet Gurney – Steria Ltd.

JPC15 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor A Johnson
(Harlow) and Malcolm Morley (Chief Executive, Harlow Council).

JPC16 MINUTES

The minutes of the meeting held on 23 February 2011 were agreed
and signed by the Chairman as a correct record.

JPC17 BUSINESS ARISING

Minute 10 – Statement made by staff

John Mitchell read a response to the statement submitted by Harlow
staff at the last meeting. Councillor Wilcock thanked the staff for taking
the trouble to produce such a considered document. Councillor Carter
was concerned that the staff did not feel that they had been consulted
but recognised that the absence of senior staff may not have helped. A
number of assumptions had been made particularly in relation to
universal credit. He felt that this might be premature as the timetable for
the introduction of the new system had not yet been formalised.

Councillor Danvers expressed concern regarding possible changes to
the TUPE regulations. John Mitchell reported that there had been a
recent announcement by the Secretary of State which appeared to
make the assumption that TUPE would continue. This however
required clarification and it was agreed that this would be an agenda
item for the next meeting.

Minute 13 – Improvement East Bid

Adrian Webb informed the meeting that the milestones had been agreed for the phased release of £200k before March 2012. The 1st milestone had been the appointment of a project manager and an application was being made for the release of funds.

JPC18

INTRODUCTION OF PROJECT MANAGER

Adrian Webb advised Members that following the tender process Steria Ltd had been appointed as the Project Manager. Steve Knights of Steria Ltd outlined the nature of the work carried out by the consultancy and his own personal experience in the Revenue and Benefits field. He introduced his colleague Juliet Gurney, who would be part of the team and had experience of procurement of IT systems. Members then asked a number of questions.

Councillor Wilcock asked about the replacement of the ICT systems and sought assurance that thought would be given to pricing and ongoing revenue costs. Steve Knights explained that there were really only 3 major systems in the market and it would almost certainly be one of these that was purchased. From his experience he still expected the process to be competitive.

Councillor Danvers asked for details of the project timetable. Steve Knights explained that the project would be in 2 phases. The first was for clear deliverables; the review of the feasibility study, to redefine the budget, the structure of the shared service, establishing the performance framework and the procurement of the ICT systems. There would then be a break in the project when Harlow DC would decide whether it wished to continue. It would then move on to the implementation phase which would include, deciding on the preferred processes, staff issues - consultation and amalgamation, accommodation and ICT. The timetable for delivery was March 2013. It was hoped that the business case would be presented to cabinet and then full council at both authorities during June.

In answer to a question, Steve Knights confirmed that he had seen the agreed milestones and thought that they were well defined and of a reasonable timescale.

Councillor Carter asked whether the project manager thought that the biggest challenge would be the move towards universal credit. Steve Knights agreed that this would need to be borne in mind during the project but the revenues field had a long history of dealing with changing regulations. The main challenge as he saw it was keeping everyone involved with the project, staff and members, engaged and pulling in the same direction. He agreed that consultation with staff was

essential in order to understand the issues that exist and the reasons behind the decisions.

JPC19

FREQUENCY AND LOCATION OF MEETINGS

The schedule of meetings for 2011 was agreed. Although meetings were scheduled for every month it was agreed that the Leaders of each authority would liaise and cancel a meeting if there was insufficient business.

The meeting ended at 7.05 pm

REPORT TO: JOINT PARTNERSHIP COMMITTEE

DATE: 22 JUNE 2011

**TITLE: REVENUES AND BENEFITS SHARED SERVICES BUSINESS
CASE REPORT BY STERIA LIMITED**

**AUTHORS: MALCOLM MORLEY 01279 446004
JOHN MITCHELL 01799 510401**

1 RECOMMENDATIONS

The Joint Committee recommends to each Council's Cabinet that Phase Two of the project starts immediately.

Contingent upon both Councils resolving to continue with Phase Two of the project delegated authority is given to the Chief Executives of both Councils, in consultation to the Chairman and Vice Chairman of the Joint Committee, to take all necessary decisions to complete the procurement process for ICT, to appoint the staff to the proposed staffing structure and to deliver Phase Two of the project

2 MAIN FINDINGS

The Steria review looked at the assumptions and potential savings identified by the JLA study which took place in 2010 that identified potential savings of £635,000 per annum. The review identified a similar figure to JLA (£610,000) however Steria felt that the management structure was insufficient to enable the partnership to establish itself in its initial phase and to provide the resilience for growth in the future. Steria has therefore recommended a new structure which is far more robust but brings the potential savings down to £502,510. This will be further reviewed by the Partnership Manager after their appointment.

The indicative staff structure shows a reduction of 10.57 FTE (fulltime equivalents) and it is hoped that this reduction can be managed by 'natural wastage' over the next 21 months prior to the partnership going fully live.

It is expected that the initial set-up costs will be in the region of £500,000 which will give a partnership payback of 12 months.

Any costs incurred prior to April 2013 in setting up the partnership, including any redundancy and pension strain, should that be necessary, are to be split 50/50. Post formation the cost of the partnership will be split 62% Harlow and 38% Uttlesford.

Key Milestones

Date	Outcome
22 June 2011	Joint Committee review of the Business Case
7 July 2011	Both Council Cabinets review the Business Case
21 July 2011	Harlow Full Council reviews the Business Case
25 July 2011	OJEU notice issued for ICT procurement
late September 2011	ICT tender process closes
By 14 October 2011	Tender evaluation including sites visits and demonstrations completed
By 31 October 2011	Contract awarded
September 2012	ICT goes live
October 2012	Teams merge
April 2013	Partnership goes fully live