

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member for Resources & Commissioning
2.	Date:	13th June 2011
3.	Title:	Strategic Commissioning Unit (Client Team) Annual Review 2010-11
4.	Directorate:	Commissioning, Policy & Performance

5. Summary

This report provides a review of the activities of the Strategic Commissioning Unit (Client Team) – formerly the Transformation and Strategic Partnerships Team – highlighting key achievements across the areas of:

- Customer Access
- ICT
- Procurement
- Revenues & Benefits
- Business Transformation

The report also sets out the key areas of focus for the team in 2011/12.

6. Recommendations

The Cabinet Member for Resources and Commissioning is asked to:

- **Note the work undertaken by the Strategic Commissioning Unit (Client Team) in 2010/11; and**
- **Note the priority areas for the team's work in 2011/12.**

7. Proposals and Details

7.1 Introduction

The remit of the Strategic Commissioning Unit (Client Team) is two-fold. Firstly, the team leads on the development of strategy and policy – and the co-ordination of corporate projects – in the following areas:

- Customer Access and Online Transactional Services;
- Information and Communications Technology (ICT);
- Procurement; and
- Revenues and Benefits.

The team also leads and contributes to a number of corporate, cross cutting change programmes.

Secondly, the team provides the Council's client function for the strategic partnership with BT – RBT (Connect) Ltd – in the same areas, including the statutory functions around quality assurance of the Revenues and Benefits Service.

This report provides a review of the team's activities in 2010/11 and sets out key achievements. It also sets out the priority areas the team will be focusing its activities on in 2011/12 onwards.

A structure chart for the team is attached at Appendix A.

7.2 Key Findings and Feedback from Customers and Stakeholders

This section sets out the key feedback from customers for areas of the team's work. The team welcomes and proactively seeks feedback from customers and uses this feedback to ensure that services to customers are delivered according to their needs, at the right time and in the right place. This includes feedback directly from customers, but also from external assessment bodies. This section covers feedback from satisfaction surveys, customer feedback, mystery shopping and feedback from external assessors.

CUSTOMER SATISFACTION AND FEEDBACK

ICT

The 2010 ICT Customer Satisfaction Survey showed that:

- 84.9% of users were satisfied with the ICT service.

Procurement

The 2010 Procurement Satisfaction Survey showed that:

- 85.5% of users were satisfied with the Procurement Service.

An action plan has been developed and implemented to address areas of dissatisfaction where possible.

Meet the Buyer Event 2011

This year the annual Meet the Buyer event was held in conjunction with the borough's first enterprise event. For the majority of delegates networking and the opportunity to find out more about public sector procurement activity were the key areas of the day. Almost all of the delegates polled expressed enthusiasm for the day with 94.79% giving positive comments.

An exhibitor feedback poll of stands in the enterprise section of the exhibition took place halfway through the event. The responses were extremely positive: 95% of those asked thought the event was a success, 86% had already achieved their aims for exhibiting at the event before midday and 82% felt the event had been great value for money.

Customer Access

Customer Service satisfaction testing has been completed by 1,965 customers who have used our customer service facilities during 2010/11. The surveys have been completed at regular periods throughout the year across a range of services delivered by RBT Customer Services on behalf of RMBC. The results of the surveys are as follows:

Overall customer satisfaction

- 93% of customers were satisfied with their service experience overall.
- 0.6% of customers were dissatisfied with their service experience
- 6.4% of customers chose not to respond to the question.

Satisfaction with customer service staff

- 99% of customers believed that our staff members were polite and helpful

Satisfaction with Customer Service building facilities (where a face-to-face visit has been made)

- 98% of customers were satisfied with the building facilities and waiting areas

Customers would like to see more comfortable seats in our waiting areas and would like an area where children can play.

Satisfaction with opening hours

- 98% of customers were satisfied with the existing Customer Service opening hours
- 2% of customers were dissatisfied and would like to see services available on a Saturday or later in the evening. They would be happy for customer service centres to close for half days to allow this to take place with minimum increase in costs.

Satisfaction with speed of service

- 87% of customers believe that the waiting times within customer services are good.

- 3% of customers believe waiting times are too long. These customers usually attended the Civic customer service centre over a lunch period.
- 10% of customers believe that the waiting times are reasonable.

In the second half of 2010 we changed the way we measure specific drivers of customer satisfaction to a 10 point numerical scale. This change will allow us to compare and benchmark our performance against a number of public and private sector companies in the future. The customer satisfaction questions asked align to a number of the questions which are asked when compiling the UK Customer Satisfaction Index (UKCSI).

Customers were asked to rate their level of satisfaction on a scale of 1 – 10, where 10 means very satisfied and 1 means very dissatisfied. A higher score shows that customers are more satisfied with their experience. The following results have been achieved:

	Rotherham Score	UKCSI benchmark (Local public services July 09)
Ease of access to services	8.9	6.8
Professional and helpful staff	9.1	7.4
The range of services which are available	8.1	7.2
Opening hours	8.9	Not measured
Speed of service	9	6.7
Usefulness and clarity of information provided	9.1	7.2
Customer service facilities (including waiting areas and reception)	8.8	7.5
Keeping to our promises	8.6	6.8

FEEDBACK FROM EXTERNAL ASSESSORS

Customer Service Excellence

The Council was successfully assessed against our continuous compliance with the Customer Service Excellence standard in January 2011; the assessment was led by the Strategic Commissioning Unit (Client Team). In 2009, the Council had five areas of partial compliance against the standard. The assessor recognised that progress had been made in all these areas and confirmed that the Council had achieved full compliance in three of the five areas identified. The Council also achieved a 'compliance plus' assessment in the area of partnership working (element 3.4.1).

The assessor said:

“Following this visit I can confirm that you continue to meet the required standard for maintenance of Customer Service Excellence Standard certification. The attainment of ‘compliance plus’ across all parts of The Council for Element 3.4.1 is to be commended. Finally, it is clear that the striving for excellence in customer service continues to be a primary focus for RMBC and its staff.”

Government Connect Assessment 2011

The Council successfully achieved accreditation against the new, more stringent, requirements of the Code of Connection with no significant problems identified.

7.3 Customer Access

This section sets out the key achievements within the Customer Access workstream of the team. It also identifies key projects that will be progressed in 2011-12.

7.3.1 Key Achievements

Customer Services incorporates the following service areas:

- Council Tax collection and administration;
- Business Rate collection and administration;
- Fraud;
- Benefit assessment and administration;
- Customer Services Contact Centre service delivery;
- Customer Services face to face service delivery;
- Registration Service; and
- Welfare Rights and Money Advice Service.

The role of Client Officer within Revenues and Benefits has been merged with the role of Customer Access Client Officer. Overall there has been a 1.8 FTE reduction in the Customer Access part of the team. Despite this reduction, the following outcomes have been achieved.

Improved Efficiency within Customer Services

Following the introduction of an efficiency measure into the Customer Service teams in 2009, the Customer Access Client Officer has been working closely with RBT to increase performance against this measure to a target of 60%.

The efficiency measure focuses on the amount of time a customer service advisor is spending on customer facing tasks and is able to identify where staff members can be utilised more effectively to support other services.

When the measure was introduced, performance was 14% below target, at 46%. The Customer Access Client officer has worked closely with Service Managers to challenge existing ways of working and ensure that services with capacity are supporting other more challenged areas. Performance has steadily and consistently improved over the year, with an achievement of 76% efficiency in March 2011. This increase equates to increased capacity within customer services of 11 FTE.

Development of Customer Service Centres

The fifth Customer Service Centre was opened in June 2010. The £8.6m building was successfully delivered within budget. Customer satisfaction is high in the Centre with 96.8% of customers saying it is very easy to access public services from this building.

Design of the Rawmarsh Customer Service Centre was completed in 2010 and build of the Centre began in January 2011; the building is due to open in April 2012. The

building will host a customer service centre, library, GP practice and provide office accommodation for both NHS and Council staff.

In addition, the Customer Access Client Officer has worked closely with EDS colleagues to develop the Customer Access facilities at Riverside House. Build is underway and is due to open in quarter 4 of 2011/12.

Channel Shift

The Customer Access Client Officer has worked closely with the Online Services Manager and RBT colleagues to increase the number of customers who transact with the council using the website, rather than telephone or face to face contact. During 2010, there were 37,667 online forms submitted through the Council website. This was an increase of 20% on customer usage in 2009 and a successful achievement of the target set in the Customer Access Strategy 2008-11.

The website channel is a cost effective channel for service provision and encouraging customers to use this channel will result in cost savings for the council. Average costs for website transactions are £0.32, in comparison to £3.01 for the average cost of a telephone contact. The 20% increase in transactions via the website in 2010 has resulted in the need for 1 FTE less within Customer Services. The Customer Access Client Officer will work with RBT in 2011/12 to determine how further cashable savings can be realised.

Refreshed Customer Access Strategy

The Council's Customer Access Strategy is being refreshed and consultation is currently underway with key stakeholders. The strategy proposes a new operating model for customer services which is aligned to functional processes rather than departmental services. The operating model will support the successful consolidation of additional services into the customer service network.

Customer Service Consolidation

The Customer Access Client Officer has conducted a review of front facing services which can be consolidated into the Customer Service Network and which can provide potentially significant savings. Recommendations have been approved by SLT and will be discussed by Cabinet Members in June 2011.

Business Process Re-engineering of the Revenues and Benefits Service

The Customer Access Client Officer has worked closely with RBT to define and deliver improved performance measures following the reengineering of the Revenues and Benefits Service. There has been a dramatic improvement in the customer experience for customers contacting the service by telephone, with the level of abandoned calls reducing from 40% to less than 3% within the service. Performance of collection rate targets has been achieved despite the significant changes made to the service in June 2010.

Council Tax Collection Rate

The final Council Tax Collection Rate at the end of March 2011 was 97.4% against an a target of 97%, raising an additional £270k. This shows an improvement on the 2010-11 collection rate of 97.1%. Given the current economic climate, this is an

excellent achievement that reflects well on the staff involved and, indeed, the people of Rotherham. The Strategic Commissioning Unit (Client Team) has monitored the collection rate on an ongoing basis and taken relevant actions with RBT colleagues to ensure that the target was achieved.

Comparative data in respect of other local authorities nationally should be available in late July and this will allow Rotherham's performance to be viewed in a wider context.

7.3.2 Priority Areas for 2010/11

- Deliver the refreshed Customer Access Strategy;
- Develop and open Rawmarsh Customer Service Centre;
- Develop and open Riverside House Customer Service Centre;
- Oversee the implementation of the Customer Service Consolidation Programme;
- Ensure that customer service savings initiatives are successfully delivered; and
- Understand the implications of the Welfare Rights Bill on Customer Access and Revenues and Benefits services and develop proposals to address issues arising from legislative changes.

7.4 Information and Communications Technology (ICT)

This section sets out the key achievements within the ICT workstream of the team. It also identifies key projects that will be progressed in 2011-12.

7.4.1 Key Achievements

ICT Strategy Implementation

The period covered by the ICT Strategy 2008 – 2011 saw the successful delivery of some major transformational projects, including:

- Electronic Social Care Records;
- New Elections Management System;
- New Education Management System;
- New Website;
- Government Connect Accreditation;
- VPN (secure remote access);
- Government Connect Accreditation;
- Server Virtualisation Programme;
- Mobile Technology for Housing Repairs Teams;
- Rolling Computer Refresh Programme;
- ICT Fit-Out of Numerous Joint Service and Children's Centres;
- VOIP Telephony; and
- ICT to support Members.

The ICT Strategy 2008 – 11 was delivered on time and under budget.

PC Refresh Programme

The 2010/11 programme is the second full year since the team took responsibility for managing the refresh programme previously run by RBT (following an Internal Audit report that was critical of the value for money of the RBT PC Refresh Programme). In 2010/11 the refresh programme delivered over 1,000 laptops, desktops, tablets and netbooks.

Network Procurement

The team has overseen the procurement of a new data and voice network for RMBC. The procurement was undertaken by RBT on behalf of the Council and following a detailed assessment, DRL was chosen as the successful bidder. The decision was ratified by Cabinet in March 2011 and the new network will bring service and cost improvements.

Accommodation Changes

The past 12 months have seen some very large accommodation moves in preparation for the eventual move to Riverside House. In addition the Town Hall has been fully refurbished and has had a full ICT fit-out. We have also opened a new JSC in Aston and a new central depot at Hellaby. Each of these changes has necessitated significant ICT projects to ensure that the day to day business of the teams involved is not impacted; the team has led on all aspects of the ICT work in conjunction with EDS and RBT.

Upgrade of Key Infrastructure

We have completed a large project to replace the entire infrastructure which runs the HR+P and YourSelf applications. As well as requiring the provision of ten new servers the project necessitated complex data migration activities and a lengthy testing programme.

Another key piece of hardware reached the end of its life and was replaced. This was the main data storage system for some of our most important applications including:

- iWorld and Comino - Council Tax and Benefits
- Cedar - RMBC's main financial system
- OHMS - the Housing Management System
- Swift - adult's and children's social care system

These have now been migrated to a new platform.

Emergency Planning Shared Service with Sheffield City Council (SCC)

RMBC and SCC have established a joint Emergency Planning Shared Service. SCC's Emergency Planning staff are now based at Bailey House and use RMBC laptops and systems. They use Sheffield's remote access system to access SCC HR systems and the SCC Intranet.

RMBC's EPIMS (Emergency Planning Incident Management System) is now used by staff across RMBC and SCC to co-ordinate the response to emergencies. The

system has been in use in Rotherham for many years, but has had to be reconfigured to allow it be accessed by SCC staff over the Internet.

Improved RMBC Involvement in Regional ICT Networks

We have strengthened our involvement in sub-regional, regional and national groups to ensure that we effectively share with a learn from colleagues in other authorities. The ICT Client attended the first meeting of the South Yorkshire Chief Information Officer (CIO) Group which is made up of CIOs from the four Local Authorities, South Yorkshire Police, South Yorkshire NHS and several universities and colleges.

The group was created at the request of the South Yorkshire Chief Executives Group and is charged with creating efficiencies through knowledge sharing and joint working across South Yorkshire. In addition the ICT Client contributes to the following groups:

- Society of IT Managers Yorks and Humber Group
- e@syconnects
- South Yorkshire e-Forum
- Yorkshire & Humberside WARP (Warning Advice and Reporting Point)
- Rotherham NHS IT Partnership Board

Electronic Document Records Management System (EDRMS)

An EDRMS Programme Manager joined the team in February 2011 and has already installed significant momentum in the project with an EDRMS Programme Board established and the first draft of the EDRMS project plan written. A new intranet site has been created which will act as the definitive source of EDRMS information and communication.

An update on EDRMS progress and suggestions on how the programme might be managed between now and the move to Riverside House was prepared for the Senior Leadership Team (SLT) and was supported. Further reports on the EDRMS Programme will be presented to SLT during 2011/12.

7.4.2 Priority Areas for 2011/12

Finalise and Commence Delivery of the 2011-15 ICT Strategy

The team are in the process of producing the Council's next ICT Strategy and setting out the capital resources that will be required to support it. We will seek ratification of the strategy in mid-2011 and begin delivery immediately thereafter. Subject to ratification, it is likely that the ICT Strategy 2011 – 15 will include the following projects:

- Ongoing website refresh and enhancement;
- Financial software upgrades;
- HR upgrades;
- Resource/room booking system;
- Support and maintenance, licences and group membership;
- Security compliance;
 - Government Connect;
 - Public Sector Network (PSN); and
 - Payment Card Industry Data Security Standards (PCI DSS).
- Citizen self-service and back office integration;
- NHSN3 connection and information sharing with partner organisations;
- Windows 7 and Office 2010 deployment;
- Intranet replacement;
- Replacement email infrastructure;
- Members' ICT;
- Learning and development technologies;
- AutoCad 2012 upgrade;
- Video conferencing and BSL interpretation;
- Internet bandwidth upgrades;
- Refresh of selected hardware in Central Print;
- Swift upgrades (CYPS and NAS);
- Smartcards;
- Procurement and deployment of a redesigned network;
- Server virtualisation and underpinning architecture refresh;
- New Managed Print Service; and
- Mobile working platform.

Riverside ICT Fit-Out and Migration to New Data Centre

Planning is well advanced for the migration of hardware from our current data centre in Civic to the new room in Riverside House. At the same time we are working on the ICT fit-out of the new building and planning the migration and decommissioning activities which will see us move around 2,000 staff in the space of three months.

The new data centre will bring a huge improvement in our ICT resilience and will reduce the risk of system downtime significantly. In addition to the data centre migration the project will deliver a new LAN (Local Area Network) for Riverside and the relocation of thousands of computers and peripherals.

At the moment, all our backup hardware is located in the Central Library. This infrastructure will be moved to the Bailey House machine room to ensure geographical separation from Riverside House.

Finally, as part of this project we will decommission the ICT and LAN in some of the Council's largest buildings including Bailey House (partial decommission), Civic Building, Norfolk House, Central Library, Doncaster Gate, Reresby House, Enterprise House and Phoenix House.

Server Virtualisation

In preparation for the move to the new data centre the team is working with RBT to review all our servers with a view to virtualising as many as possible. This will make the move easier and will also lead to a large energy efficiency gain as we decommission older servers which tend not to be energy efficient. We have already virtualised over 40% of our servers and this number will increase in the months leading up to the move to the new data centre.

Network Migration

We will work with DRL and RBT to plan and implement the Council's new network. This is a significant piece of work which will take around 18 months to complete. The new network will deliver improved resilience and increased bandwidth. The first task is to connect Civic's data centre to the DRL 'cloud' which is a pre-requisite to bringing other sites online. Civic's connection is scheduled for July 2011.

Continued Vendor Hosting Adoption

The past 12 months has seen an increase in the number of our applications that are hosted by the application's vendor. This trend is set to continue in line with the refreshed ICT Strategy and we will be assisting Directorates in taking advantage of the benefits of external hosting in a safe and secure manner. Vendor hosting is not always possible or appropriate, but in many cases there are significant benefits to be realised, including:

- Reduced costs;
- Reduced risk;
- Increased resilience;
- Rapid scalability;
- Increased flexibility;
- More responsive support; and
- Increased sustainability.

A New Managed Print Service for RMBC

We need new devices to support new ways of working in Riverside House and elsewhere. In addition to acting as traditional printers/copiers the new devices will perform several other key functions including, but not limited to:

- Follow me print (collect prints using smartcards)
- Scan to Wisdom EDRMS (for ad-hoc scanning)
- Fax to email/email to fax
- Coin-operated printers for citizen use in the library/CSC
- Detailed billing and reporting

This new service will also lead to cost improvements.

Electronic Document Records Management System (EDRMS)

The EDRMS Programme has clear priorities during 2011-12. EDRMS will be embedded before staff move in to Riverside House, as EDRMS will offer RMBC a more robust way of accessing documents and records. A review of the need for an e-post room will be undertaken. Directorates will ensure that all current paper

records are considered under the “Scan, Scrap and Store” approach, which will reduce the estimated 30,000 boxes worth of paper records that are currently held by RMBC. During 2011/12 Directorates will also review all their electronic information that is held on network drives, disks and USB pens, with the aim of reducing RMBCs electronic storage requirements and ensuring that only relevant data is migrated into the new EDRMS.

Working in conjunction with the Information Governance Unit (IGU) and EDRMS Programme Board, clear policies will be created to ensure that all documents and records, both paper and electronic are kept, stored and destroyed in line with Directorates retention schedules and statutory obligations.

7.5 Procurement

This section sets out the key achievements within the Procurement workstream of the team. It also identifies key projects that will be progressed in 2011-12.

7.5.1 Key Achievements

Procurement Strategy Implementation

The Procurement Strategy runs from 2009 – 2012 with an action plan covering the life of the strategy. Key elements of the action plan that have been achieved during the year include:

- A Sustainable Procurement and Commissioning Code of Practice has been written and approved;
- Information provided to all procurement and commissioning officers on how to work with the voluntary and community sector;
- Good practice case study for equality and diversity provided on the website;
- Work undertaken on collaborative opportunities with Sandwell, South Tyneside, Lancashire and Doncaster; and
- Training provided to procurement and commissioning officers on;
 - Sustainable procurement;
 - Smarter procurement; and
 - Smarter negotiating.

In addition, a review of the Strategy Action Plan was undertaken to ensure that all outstanding actions remain relevant and achievable. Recommendations from the review were approved by Procurement Panel and accepted by Performance Scrutiny Overview Committee.

As at April 2011, of the 38 actions in the plan: 28 are status green and complete; 10 are status amber with work ongoing or due later in the life plan; no actions are rated as red.

Meet the Buyer Event

Following on from successful Meet the Buyer events in 2008 and 2009 the 2010 event was held in conjunction with the Borough’s first ever enterprise event. The Meet the Buyer element was organised by the team. The event was very successful with 486 delegates attending from businesses in Rotherham and the surrounding area.

Payment of Invoices within 30 days

Considerable effort across all Directorates was made during the year to drive up performance against this former best value performance indicator. Performance for the year 2010/11 achieved 94.89% an improvement on 2009-10 performance of 94.65%. The target for 2011/12 is to build on this year's performance.

Procurement Savings

The SCU continues to oversee the successful achievement of procurement savings for the Council through proactive monitoring of spend and preventative action on maverick spend to ensure that the Council continues to enjoy the high levels of procurement savings that have been achieved in recent years. At the end of 2010-11 total procurement savings generated were £3.77m.

Supporting the Local Economy

During the year two performance clinics were held to look at how the Council can use procurement activity to support the local economy. Reports were also submitted to Members, SLT and the Local Strategic Partnership (LSP). This area of work has received considerable interest, particularly given the difficult climate currently being experienced. As a result of work undertaken an LSP wide approach to supporting the local economy has been adopted with a working group established to take forward this work and an action plan developed.

This work is clearly having an impact with local spend in 2010/11 achieving 32.8%, a significant increase in performance on 2009/10, which achieved 25.41%.

Comparative information from other users of Spikes Cavell Observatory (the analysis tool the Council uses) shows average local spend of 27.83% for Local Authorities and 30.13% for Metropolitan Councils so Rotherham is performing well.

7.5.2 Priority Areas for 2011/12

Supporting the Local Economy

Feeding into the Community Strategy's priority "Supporting the growth of a sustainable and competitive local economy" the team has set up a working party with our partner agencies including procurement managers from the South Yorkshire Police, South Yorkshire Fire and Rescue, Dearne Valley College, Rotherham General Hospital and the Chamber of Commerce. The group have agreed upon an action plan to work together to improve the chances local businesses have of winning business with the public sector in this region. Meetings are held bi-monthly to progress the action plan through and reports are submitted to the LSP Chief Executives Group.

Contracts Review

A project has begun to compile an up-to-date overview of spend on goods, services and works in the Council. The objective is to provide a clear picture of how money was spent in the Council in 2010/11, providing information on which suppliers were used and the categories of spend. The method of each procurement will be examined in order to:

- identify opportunities for savings moving forward;
- map areas of spend to feed into a central contracts register; and
- identify opportunities for bringing more procurement in line with strategy to achieve the Council's wider aims of sustainability and supporting the local economy.

Commissioning Framework

Following the restructure of the Council and the centralisation of all commissioning work, the Council will be carrying out a review of the Commissioning Framework. The team will feed into this with links between strategic needs analysis, option appraisal and procurement will be strengthened.

SCMS (The Regional Online Procurement Portal)

The current contract between the Regional Improvement and Efficiency Partnership (RIEP) and Proactis is due to end in December 2011. The team will lead on liaising with the RIEP and steering the Council through the decisions that need to be made to ensure RMBC maintains a collaborative e-tendering functionality moving forward.

Localism

The Procurement Client is part of the steering committee for the Localism Bill. Whilst the Bill is still going through the stages of legislation the group is raising awareness of its contents throughout the Council and highlighting any potential issues. For procurement, this relates to the proposals around the right to challenge for the provision of services.

Meet the Buyer 2011/12

The team will organise another Meet the Buyer event in 2011/12, building on the successes of the previous three events.

8. Finance

During 2010/11 the Strategic Commissioning Unit (Client Team) has continued to improve value for money achieved from the partnership with RBT. The team have continued to robustly challenge costs related to the RBT contract, sought innovative ways to do more for less and negotiated savings on change requests. This has resulted in **savings** for the year 2010-11 of **£816,486** with annual savings of **£134,963** to the end of the contract in 2015. Savings from previous years continue to achieve **£687,271** again to the end of the contract.

9. Risks and Uncertainties

The team works with RBT to proactively identify and manage risks to prevent negative impacts on performance that may affect our corporate performance scores or service delivery. During 2010/11 the approach to risk management has been reviewed and strengthened.

10. Policy and Performance Agenda Implications

The partnership is responsible for key areas of service delivery and therefore has a significant role in the delivery of key national and local performance indicators. The partnership also supports Council directorates in their service delivery. The team continues to work on strengthening RBT performance monitoring to ensure that service delivery is at a high standard and provides value for money.

11. Background Papers and Consultation

- RBT performance reports 2010/11; and
- Team Service Plan 2010/11.

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