

## **Deputy Leader**

**Venue: Town Hall,  
Moorgate Street,  
Rotherham.  
S60 2TH**

**Date: Monday, 9th January, 2012**

**Time: 9.30 a.m.**

## **A G E N D A**

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Minutes of the Previous Meeting held on 21st November, 2011 (herewith).  
(Pages 1 - 3)
4. Cabinet Reports (Directors to report).
5. Members' Issues (Directors to report).
6. Final RBT Performance Report October November (Pages 4 - 16)
7. Date and Time of the Next Meeting.  
- Monday, 6<sup>th</sup> February, 2012 at 9.30 a.m.

DEPUTY LEADER - 21/11/11

**DEPUTY LEADER  
21st November, 2011**

Present:- Councillor Akhtar (in the Chair) and Councillor Sims.

Apologies for absence were received from Councillors Gosling and Sangster.

**N20. MINUTES**

Resolved:- That the minutes of the meeting held on 5th September, 2011 be approved as a correct record.

**N21. RIVERSIDE HOUSE UPDATE**

Phil Howe, Assistant Chief Executive, Strategic Human Resources, gave an update on Riverside House and the timetable for moving staff into the building.

**N22. RBT PERFORMANCE REPORT FOR AUGUST AND SEPTEMBER, 2011**

Sarah McCall, Contracting Officer, Commissioning, Policy & Performance, presented the submitted report which summarised RBT's performance against contractual measures and key service delivery issues for August and September, 2011 across the areas of:

- Customer Access
- Human Resources & Payroll
- ICT
- Procurement
- Revenues & Benefits

The Strategic Commissioning Unit (Client Team) worked with RBT to act proactively and manage risks to prevent negative impacts on performance that may affect corporate performance scores or service delivery.

Questions were answered relating to various matters.

Resolved:- That RBT's performance against contractual measures be noted.

**N23. CONSULTATION ON PROPOSED CHANGES TO LOCAL GOVERNMENT PENSION SCHEME (LGPS)**

Phil Howe, Assistant Chief Executive, Strategic Human Resources, presented the submitted report which summarised the proposals for changes to employee contribution rates and benefit accrual rates within the Local Government Pensions scheme which would take effect from April 2012 in order to achieve short term savings of £900m over the three year period (2012/13-2014/15).

Formal statutory consultation was necessary in order to achieve the required amendments to the Local Government Pension Scheme Regulations. The DCLG issued the Consultation on 7<sup>th</sup> October outlined at Annex A setting out 2 potential approaches to meet the financial targets.

The Consultation period would end on 6<sup>th</sup> January 2012.

Trade Unions and the National Employers had been meeting regularly since July undertaking negotiations aimed at reaching an agreement on proposals. These failed to reach agreement although the Employers did table their own proposals for government to consider (Annex C). Ballots for a mandate to take industrial strike action have taken/are taking place and the UNISON result received to date indicates a strong majority (2:1) have voted in favour although this was from quite a low turnout (29%).

In advance of the UNISON and other Trade Union ballot results, central government published 'improved' terms for all public sector pensions schemes which were released on November 2<sup>nd</sup>.

Attached to this report for information at Annex A, B, and C are details of the various proposals put forward to date. A very brief summary of the details released by the Government on 2<sup>nd</sup> November 2011 are included in the body of this report.

Resolved:- That the report be noted and an updated report be submitted to the Cabinet.

#### **N24. BENCHMARKING - DEMOCRATIC SERVICES**

Robert Parker, Business Support Manager presented the submitted report which provided a summary of the results of the CIPFA Democratic Services Benchmarking Interactive Report and survey that was undertaken during the summer, 2011.

The CIPFA Corporate Services Benchmarking Club was launched in 1998 and used by local authorities to drive improvements and deliver value for money.

A new club for 2011 was created to cover Democratic Services, which focused on five areas of work that could prove useful to managers of this important service:-

- Committee Support, including Printing.
- Meetings.
- Member Support.
- Mayor's Office.
- Overview and Scrutiny.

Cost and activity data was collected for each of these areas and compared and reported as costs per 1,000 population or cost per Member as appropriate.

The report set out that Democratic Services in Rotherham were provided at low cost.

It was noted that School Admission Appeals in Rotherham were far higher than any of the Peer Group authorities.

Resolved:- [1] That the report be noted and considered as part of the Budget Process.

(2) That the Cabinet Member for Lifelong Learning and Culture be asked to consider a review of School Admission Appeals with a view to reducing the numbers.

**N25. CABINET REPORTS**

Details of Cabinet reports were provided.

**N26. DATE AND TIME OF THE NEXT MEETING.**

Resolved:- That a further meeting be held on Monday, 9th January,, 2012 at 9.30 a.m.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1.</b>	<b>Meeting:</b>	<b>Deputy Leader's Meeting</b>
<b>2.</b>	<b>Date:</b>	<b>9<sup>th</sup> January 2012</b>
<b>3.</b>	<b>Title:</b>	<b>RBT Performance Report for October &amp; November 2011</b>
<b>4.</b>	<b>Directorate:</b>	<b>Resources</b>

**5. Summary**

This report summarises RBT's performance against contractual measures and key service delivery issues for October and November 2011 across the areas of:

- Customer Access
- Human Resources & Payroll
- ICT
- Procurement
- Revenues & Benefits

**6. Recommendations**

Members are asked to:

- Note RBT's performance against contractual measures.

## **7. Proposals and Details**

Full details of performance against operational measures for October and November 2011 for all workstreams are attached at Appendix A.

### **7.1 Customer Access**

#### **7.1.1 *Overall Performance***

All Customer Access operational measures were achieved according to their contractual targets during October and November 2011.

#### **7.1.2 *Cashiers Transformation***

In October and November, 22% of cash paying customers chose to pay their Council Tax and Rent payments via the Paypoint or Post Office Network, with 6869 transactions completed using this method in November. This popularity of this payment channel continues to grow and the Customer Service Centres and cashiers continue to promote its availability, together with promotion of Direct Debits.

Cashiers staff members have now been integrated into the Customer Services team and, following intensive training, the consolidation of knowledge continues.

To enable the successful completion of the transformation project, customer satisfaction testing will take place in the final quarter of 2011-12.

#### **7.1.3 *Riverside House***

The public facing reception opened to the public in November and preparations are well underway for the Customer Service Centre to open on 20<sup>th</sup> February 2012. Customer Service Centre staff members will receive training on the Riverside House layout and new processes during January 2012. Additional processes will be managed by Customer Services from 20<sup>th</sup> February 2012, including Land and Drainage Searches and Blue Badge administration.

#### **7.1.4 *Efficiency***

Customer Services continue to focus on improvement of efficiency results and have achieved a 14% increase on 2010 year to date results within the Contact Centre and a 6.5% increase within the face to face service. This measure continues to highlight where time is spent within the service and allows line managers to focus resources to best effect.

#### **7.1.5 *Christmas Cover***

Emergency cover arrangements within the Contact Centre have been developed and can be implemented in the event of a cold weather emergency over the Christmas period.

## 7.2 Human Resources and Payroll (HR&P)

### 7.2.1 *Overall Performance*

All targets for operational measures were achieved during October and November 2011.

### 7.2.2 *Payroll*

Information on pay arrangements for the Christmas period was prepared and distributed to managers and employees well in advance of the holiday period.

A revised process for pay deductions in respect of employees taking industrial action on 30<sup>th</sup> November 2011 was implemented. The changed process created a data capture sheet which was emailed to all direct report managers to complete; the electronic data capture was then uploaded to the system without any manual effort.

### 7.2.3 *Current/Upcoming Projects*

The RMBC/DMBC shared services proposal is currently under consideration by Doncaster colleagues.

The annual South Yorkshire Pensions Authority Employer's Forum provided early information in relation to auto-enrolment, the annual allowance changes and the proposed LGPS contribution levels for 2012-13. Further guidance is expected as details are finalised. It is anticipated that these changes will affect pension processing and also require some detailed system development.

HR&P's move to Riverside House was achieved with minimum disruption to normal services.

Version 14 of Yourself has been successfully implemented. This latest release covers changes to the Sickness Absence module and allows for speedier reporting of sickness triggers, alerting managers where sickness has not been closed down.

The School Portfolio brochure has been completed detailing services offered to schools and the cost of the services. HR&P is offering a two year deal to schools based on a price increase of 2.5% which is well under the current CPI rate. The HR&P service has been very successful in retaining business with schools based on the provision of efficient and cost effective services. Letters to individual schools outlining prices are due to be sent before the Christmas break.

## 7.3 ICT

### 7.3.1 *Overall Performance*

All targets for the ICT Service were shown as achieved in October and November 2011 with the exception of measure ICTO5 (ICT change requests completed within agreed timescales) which missed target in November.

RBT explained that the shortfall in performance against measure ICTO5 was as a result of a high demand for VPN accounts related to the move to Riverside House. Actual performance of 89.47% was achieved against a target of 95% with performance excluding VPN requests at 98.05%.

### 7.3.2 *CC6 for Rothercare, HR and Payroll and ICT Service Desk*

The Rothercare, ICT and HR Service Desks are the latest functions to adopt the corporate contact centre solution (CC6). Our contact centres already use CC6 which is built upon our Avaya VOIP platform and provides a range of tools including:

- Route an existing external line through one system and direct calls to specific teams;
- Allow voice recordings to be played to customers providing information or courteous messages during call waiting;
- Opportunity for customers to leave voicemail messages;
- Greater visibility to agents and management of calls waiting;
- Improved management information including real time reporting;
- Opportunity to record telephone conversations to be used for training and monitoring purposes including complaints resolution;
- Improved flexibility and resilience for service with options for working from alternative locations and home.

In 2012 we will be extending the CC6 solution to cover Housing Repairs calls and Choice Based Lettings/the Property Shop.

### 7.3.3 *Relocation of Corporate Training from Millside to CENT*

The Millside Training Centre has now being decommissioned and the Corporate Training Unit has relocated to CENT (near Magna). This will allow for Millside to be disposed of.

The computers and other training resources have been refreshed as part of the relocation. Training will also be delivered from Riverside House, beginning early in 2012, and demand will be reviewed to understand what training facilities RMBC needs in the longer term.

### 7.3.4 *Print Unit Relocation*

The Corporate Print Unit has relocated from Civic Building to Bailey House (in the old Bailey Suite). This is an important milestone in the work to empty Civic Building prior to disposal.

The move was a complex project requiring the assistance of a specialised moving contractor to perform the loading and unloading of the very large machines used by the team. The move was completed in three days without any interruption to the important service that the Print Unit delivers for RMBC.

The room which was vacated by the Print Unit is temporarily being used as a 'triage' centre. Keyboards, mice, monitors, telephones etc are all taken to the triage room for cleaning and assessment before being re-used in Riverside House.



## 7.4 Procurement

### 7.4.1 *Overall Performance*

All targets for the Procurement workstream were achieved in October and November 2011.

### 7.4.2 *Payment of Invoices*

Performance against former BVPI8, payment of undisputed invoices within 30 days, achieved 95.21% in October and 96.59% in November 2011, giving a year to date position of 94.40%.

### 7.4.3 *Savings Tracking*

Savings figures for September and October were:

<b>Savings in month of September</b>	<b>Savings in month of October</b>	<b>Savings year to date (11-12)</b>	<b>Estimated Savings to year end (11-12)</b>
£275,232	£305,954	£2.139m	£2.973m

### 7.4.4 *Addressable Spend*

Addressable spend figures for October and November were:

<b>Addressable Spend in October</b>	<b>Addressable Spend in November</b>	<b>Addressable Spend Year to Date (11-12)</b>
£1.741m	£2.093m	£13.134m

## 7.5 Revenues and Benefits

### 7.5.1 *Council Tax*

As at the end of November 2011 the Council Tax Collection rate stood at 74.11%, which is 0.01% up of the same point in 2010-11. The year-end target is for RBT to achieve a Council Tax Collection Rate which places Rotherham in the upper performance quartile for Metropolitan District Councils, with a minimum collection level of 97% regardless of quartile position.

The following table illustrates recovery action taken in the year to date compared with the same point in 2010-11:

<b>Council Tax Collection – Recovery Procedures</b>		
<b>Documents Issued</b>	<b>At November 2011</b>	<b>At November 2010</b>
Reminders	30,759	34,138
Summonses	9,228	10,997
Liability Orders	6,864	7,104

The total number of Council Tax Liability Orders that had been referred to the bailiff during the financial year to date is 3,630. No cases were classed as vulnerable during October 2011; two cases were classed as vulnerable in November 2011.

The variation in dates when recovery runs are completed can make a considerable difference when comparing figures for reminders, summonses and liability orders for two periods. The introduction of SMS reminders to customers for the financial year 2011-12 has also impacted on the numbers of reminders being issued. In previous years a customer paying late each month may have received a final demand and then a summons, whereas now a customer could theoretically receive ten SMS reminders during the year but no recovery notice. RBT have confirmed that recovery procedures continue to be as tight as they are legally allowed to be.

The average number of days taken to action a Council Tax Change of Circumstance was 3.8 days at the end of November 2011.

71.55% of Council Tax payments were made by direct debit as at the end of November 2011.

#### 7.5.2 *NNDR*

NNDR collection performance stood at 78.17% at the end of November 2011, which is 1.6% behind the same point in 2010-11.

The drop in percentage collection rate is due to an increase in net collectable debt of £4.58m compared with the same point in 2010-11. However, actual collection receipts are £2.54m higher than the same point in 2010-11. In addition a number of large companies, whilst continuing to pay, are delaying payments as long as possible. Due to the size of these organisations there is a disproportionate impact on the percentage collection rate.

The NNDR collection figure has been adjusted to incorporate the effect of the NNDR Deferral Scheme. The year-end target for NNDR collection remains a collection rate which places Rotherham in the upper performance quartile for Metropolitan District Councils, with a minimum collection level of 98.5% regardless of quartile position.

The following table illustrates the current levels of recovery action being taken:

<b>NNDR Collection – Recovery Procedures</b>		
<b>Documents Issued</b>	<b>At November 2011</b>	<b>At November 2010</b>
Reminders	2,992	4,498
Summonses	963	983
Liability Orders	437	600

234 Business Rates Liability Orders have been referred to the bailiff during the financial year to date.

With reference to the NNDR Deferral Scheme, the number of active cases currently stands at 164 allowing for a deferral of £34,407

### 7.5.3 *Other Operational Measures*

Performance against the remaining Operational Measures continues to be satisfactory.

### 7.5.4 *Housing Benefit Changes*

During November 2011 letters were issued to all claimants whose benefit will reduce in January and February 2012 due to changes in the Local Housing Allowance rate following the end of the transitional period. Letters advise claimants of the amount of decrease and that they should consider the options available to them, such as reorganising finances to afford the decrease or renegotiating a lower rent with the Landlord.

## 7.6 Complaints

The following complaints were closed during October 2011:

<b>Description</b>	<b>Lessons Learnt</b>	<b>Service</b>	<b>Status</b>	<b>Time Taken</b>
Failure of a member of staff to return calls	Records showed some attempted call backs. Member of staff was coached on alternative contacts that could have been used	Welfare Rights & Money Advice	Partially Upheld	9 days
Information supplied in support of appeal was not acted upon	Evidence was not submitted until the DWP chased for it. This had no bearing on the decision as the DWP judgement was based on other factors and was made following submission	Welfare Rights & Money Advice	Upheld	9 days
Customer was given appointment but on arrival was told they were late and could not be seen	Records indicated that the customer did not attend their appointment. Another appointment was arranged for the customer	Registrars	Not Upheld	4 days

Member of staff tried to get them to call another number to submit an FOI request rather than taking the request from them which the customer stated was in breach of statutory obligations	Member of staff incorrectly advised the customer to call the Information Governance Unit when they had already captured the request and routed this through to the back office team. Member of staff has been coached and the details shared with the wider team.	Contact Centre	Upheld	10 days
Advice received from a Visiting Officer regarding Council Tax exemption was incorrect	Phone memos and documentation outlined that the advice given was correct	Local Taxation	Not Upheld	5 days

No complaints were closed during November 2011. Whilst one complaint was received by the Welfare Rights and Money Advice service this will be reported once the matter has been closed.

## 8. Finance

The contract with RBT includes a service credit arrangement. The effect of this is that should an operational measure not achieve its target, a calculation (based on the amount by which the target was missed including weighting) results in a financial penalty for RBT.

A service credit was generated in November 2011 in respect of measure ICTO5. The service has requested that the credit be waived as the reason for the delay was the move to Riverside House.

## 9. Risks and Uncertainties

Council officers work with RBT to proactively identify and manage risks to prevent negative impacts on performance that may affect either our corporate performance scores or service delivery.

## 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.

## 11. Background Papers and Consultation

RBT performance reports for October and November 2011.

### Contact Name:

Sarah McCall  
 Contracting Officer  
 Extension 54529  
[sarah.mccall@rotherham.gov.uk](mailto:sarah.mccall@rotherham.gov.uk)

Customer Access Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
Cost per Transaction (Face to Face)	CAO1	4.5		4.41			Quarterly measure, reporting 1 month in arrears; smaller is better target.
Versatility Measure	CAO2	90	96.86				Measure suspended as all staff members are currently training and are therefore excluded from the calculation; work ongoing to look at alternative measures
First Contact Resolution by Channel (Face to Face)	CAO3	100	100	100	100		
First Contact Resolution by Channel (Telephony)	CAO3	95	97.5	100	100		
Average Call Quality Assessment (Face to Face)	CAO4	95	99.12	99.57	98.45		
Average Call Quality Assessment (Telephony)	CAO4	95	97.17	97.5	96.5		
% of Contact not Abandoned (Face to Face)	CAO5	85	99.95	99.84	99.75		
% of Contact not Abandoned (Telephony)	CAO5	90	96.88	96.71	96.4		
Complaints Handling	CAO7	90	100	100	100		Reported quarterly with additional information for tracking.
Provision of Management Data	CAO9	100	100	100	100		

On or above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time



HR&P Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
Accuracy of Contracts	HRO1	95	100	100	100	★	
Accuracy of Payment	HRO2	99.5	99.75	99.88	99.92	★	
% of Enquiries Resolved at First Point of Contact	HRO3	80	98.93	98.68	99.06	★	
P45s issued within 3 working days	HRO4	98	100	100	100	★	
Manual Cheques issued within 1 working day	HRO5	98	100	100	100	★	
Non-Statutory Returns by Due Date	HRO6	100	100	100	100	★	
Quality of Information Given to Caller	HRO7	90	100	100	100	★	
% Contracts of Employment Issued within 15 working days	HRO8	90	100	100	100	★	
CRB Process	HRO9	95	100	100	100	★	
Provision of Management Data	HRO10	100	100	100	100	★	

On or above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time



ICT Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
% Availability of RMBC Voice & Data Network	ICTO1	99	99.16	99.66	99.11	★	
% Availability of Business Critical Applications	ICTO2	99	99.14	99.98	99.83	★	
% Availability of Telephony Systems	ICTO3	99	100	100	100	★	
% Faults Fixed in Agreed Timescales	ICTO4	94	98.1	97.07	95.12	★	
% ICT Change Requests Completed in Agreed Timescales	ICTO5	95	97.64	98.97	89.47	▲	Drop in performance due to increase number of VPN requests due to move to Riverside House. Performance excluding VPN requests achieved 98.05%
% Complex Change Requests Completed to Agreed Specification	ICTO6	85	85.71	100	100	★	
First Contact Resolution	ICTO7	30	57.3	49.71	46.54	★	
% Print Jobs Completed as Agreed	ICTO8	95	100	100	100	★	
Anti-Virus Measure	ICTO9		87.79	97.44	98.46	?!	New measure; currently baselining prior, target being negotiated.
Average Time Taken to Answer Calls	ICTO10	85	96.15	91.74	92.4	★	

On or above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time



Procurement Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
% Catalogued Goods or Services Delivered within Lead Times	PO1	88.72	98.53	90.61	93.31	★	
% Cheque Requests Processed on Next Available Payment Run	PO2	98.46	100.00	99.07	99.91	★	
% Undisputed Invoices Input within 25 calender days	PO3	99.22	99.80	99.57	99.69	★	
% non-eRFQ Open Requisitions Consolidated into Purchase Orders	PO4	78	92.16	90.69	91.00	★	
% Framework Agreements Risk Assessed for Impact on Local Economy	PO5	96	100	100	100	★	Quarterly measure, additional information for tracking
% Framework Agreements Developed with consideration given to Sustainability	PO8	98	100	100	100	★	Quarterly measure, additional information for tracking
Provision of Management Data	PO9	100	100	100	100	★	

On or above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time





Revenue & Benefit Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
% Council Tax Collected	RBO1	97	55.80	64.96	74.11	?	Annual measure, information for monitoring
% NNDR Collected	RBO2	98.50	58.95	69.63	78.17	?	Annual measure, information for monitoring
Time Taken to Process HB/CTB New Claims and Change Events	RBO3	15	12.62	12.66	12.76	?	Annual smaller is better measure, information for monitoring
Number of Fraud Prosecutions & Sanctions per 1000 caseload	RBO4	4.25	4.45	5.35	5.85	?	Annual measure, information for monitoring
Cumulative Council Tax Arrears as compared to Council Tax Year End Total Collectable Debt	RBO5	TQM				?	Annual smaller is better measure; information not available until year end
Year End Council Tax Write Off as % of Collectable Debt	RBO6	TQM	0.08	1.06	0.11	?	Annual smaller is better measure, information for monitoring
Number of Changes in HB/CTB Entitlements within the year per 1000	RBO7	TQM				?	Annual measure; information not available until year end
Level of LA Overpayments not to exceed LA Error Local Subsidy Threshold	RBO8	0.48	0.25	0.24	0.25	?	Annual smaller is better measure
Total Amount of HB Overpayments recovered in period as % of HB Overpayments outstanding	RBO9	41	36.03	39.01	41.51	?	Annual measure
% New Benefit Claims Decided within 14 days of Receipt	RBO10	90.5	95.05	95.22	95.26	?	Quarterly measure, information for monitoring
Total Amount of HB Overpayments written off during the period as % of Total Amount of HB Overpayments	RBO11	6.99	1.41	1.52	1.56	?	Annual smaller is better target, information for monitoring
% Applications for HB/CTB Reconsideration / Revision Actioned & Notified within 4 weeks	RBO12	75	95.81	94.42	95.24	?	Annual measure, information for monitoring
% HB/CTB Appeals Submitted to the Tribunal Service in 4 weeks	RBO13	85	100	100	100	?	Annual measure, information for monitoring
Provision of Management Data	RBO14	100	100	100	100	★	Monthly measure
First Contact Resolution	RBO15	85	98.20	100.00	99.10	?	Quarterly measure, information for monitoring

On or above target  
Within 2% of target  
More than 2% below target  
Unable to report at this time

