

Deputy Leader

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

Date: Monday, 28 May 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 16th April, 2012 (herewith). (Pages 1 - 5)
4. Corporate ICT Review (report herewith) (Pages 6 - 15)
5. Investors in People (IiP) & Employee Opinion Survey Proposals (report herewith) (Pages 16 - 18)
6. Resources Performance Report for March 2012 (herewith) (Pages 19 - 28)
7. Cabinet Reports (Directors to report).
8. Members' Issues (Directors to report).
9. Exclusion of the Press and Public.
The following items are likely to be considered in the absence of the press and public as being exempt under Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended March 2006 – information relates to finance and business affairs).
10. Contract Renewal for Annual IT Support and Maintenance - Northgate Social Care System (report herewith) (Pages 29 - 31)
11. Re-integration of RBT Services (report herewith) (Pages 32 - 36)
12. Date and Time of the Next Meeting - Monday, 2nd July, 2012.

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DEPUTY LEADER
Monday, 16th April, 2012

Present:- Councillor Akhtar (in the Chair).

An apology for absence was received from Councillor Sims.

N42. MINUTES

Resolved:- That the minutes of the meeting held on 5th March, 2012 be approved as a correct record.

N43. RESOURCES PERFORMANCE REPORT FOR FEBRUARY 2012

Consideration was given to a report presented by Anne Hawke, Performance and Improvement Manager, which summarised the performance by RBT and the Resources Directorate against current measures and key service delivery issues between April, 2011 and February, 2012 across the areas of:-

- Customer Access.
- Human Resources and Payroll.
- ICT.
- Procurement.
- Revenues and Benefits.

The Resources Directorate was currently in the process of determining its key priorities and service plans for 2012/13. Once completed, regular updates on progress and performance would be provided to the Deputy Leader in all areas including the former RBT service.

Full details of performance against operational measures for January, 2012 for all workstreams were set out in detail as part of the report and further explanations provided on various matters.

Reference was also made to integration of the customer access functions and the consolidation of services in the customer service centres. It was also noted that the Registrars Service would also be the subject of an inspection by the General Registrars Officer on the 18th June, 2012.

Further information was provided on the transfer of employees from Doncaster, the shared arrangements and the changes to terms and conditions. Changes to the new accounting charging structure which would also have an impact on the HR and Payroll Section as the system was developed.

Resolved:- That the very good service performance achieved against key measures be noted.

N44. PROPOSED POLICY STATEMENT FOR PART 2 OF THE LOCALISM ACT, 2011 - GOVERNMENT CONSULTATION

Further to Minute No. 172 of the meeting of the Overview and Scrutiny Management Board consideration was given to a report presented by Steve Eling, Policy Officer, which set out details of how Part 2 of the Localism Act 2011(c. 20) provided a new discretionary power for the Government to require a public authority to pay all or part of any financial sanction imposed by the European Court of Justice for non-compliance (infraction) with any European obligation, where such a sanction had been imposed and the public authority demonstrably caused or contributed to that sanction.

Section 49 of the Act, therefore, required the Government to consult on a policy statement on the application of Part 2.

The Overview and Scrutiny Management Board considered the proposed response to the consultation at its meeting on 13th April, 2012 and whilst they did not wish to amend the response as submitted, suggested that the in relation to Question No. 4 there should be inclusion of the Local Government Association and SIGOMA as stakeholders for this process.

The Overview and Scrutiny Management Board were sufficiently concerned to suggest that any potential risks should be identified and included in the Corporate Risk Register and that all risks and uncertainties be clearly identified in Section 9 of the report template.

Discussion ensued on the proposed policy statement and the reasons for the sanctions even though it was noted the U.K. had never received sanctions in the past.

Resolved:- (1) That the recommended response be approved including the recommendation from scrutiny to add to the response to Question 4 as follows: _

- We would expect the Local Government Association and SIGOMA to be specifically referred to as stakeholders for this process.

(2) That the further recommendation from the Overview and Scrutiny Management Board be approved that arrangements be made to identify future risks for the Council arising from Part 2 of the Localism Act 2011 to include these in the Corporate Risk Register and identified in the "Risks and Uncertainties" section of reports and included in report writing guidance.

N45. LOCALISATION OF COUNCIL TAX SUPPORT

Consideration was given to a report presented by Pete Hudson, Chief Finance Manager, which set out the implications of the proposed introduction of a localised Council Tax Support Scheme in April, 2013. This would be replaced by a locally designed and managed scheme, but there would be a 10% reduction in funding for Council Tax Support. In Rotherham's case this would lead to an estimated loss of £2.3 million in support for the costs of Council Tax Benefit.

Local Authorities would have discretion to develop and manage their own scheme of Council Tax support subject to Government guidelines. Pensioners would be protected and schemes should be compatible with the Universal

Credit and support incentives to work.

The main considerations were outlined that would have to be taken into account in designing Rotherham's scheme, together with the potential risks and uncertainties for the Council.

Reference was also made to the potential implications for affected claimants, how the Council would need to determine its approach to the introduction of the scheme and the decisions which would need to be made.

Discussion ensued on the details of the scheme and when it would be submitted to the relevant Scrutiny Selection Commission for consideration.

Resolved:- (1) That the report be received and the contents noted.

(2) That the proposed outline timetable for the development and implementation of localised Council Tax Support be approved.

N46. REVENUES AND BENEFITS SERVICE REVIEW

Consideration was given to a report presented by Pete Hudson, Chief Finance Manager, which summarised the progress made in reviewing the Council's Revenues and Benefits function since its reintegration into the Council's Resources Directorate with effect from 1st February, 2012, as part of the successful conclusion of the Council's strategic partnership with BT.

The proposals involved a reconfiguration of resources. The new arrangements emphasised the need to focus on helping to sustain the excellent performance achieved by the function in maximising future income collection levels for the Council while supporting those most in need in the Borough through the provision of timely and accurate assessment of benefits due to them.

The proposals have been aligned with those coming forward from the other service reviews, in particular Customer Services, being completed as part of the reintegration of all former RBT functions.

Reductions through vacancy management, natural wastage and volunteers for severance and early retirement have eliminated the need for compulsory redundancies.

Resolved:- (1) That the report be received, the contents noted and the staffing implications arising from the proposal and the timescales for implementation

(2) That the structural changes set out in the report be approved.

N47. REVIEW OF COUNCIL TAX SINGLE PERSON DISCOUNTS

Consideration was given to a report presented by Pete Hudson, Chief Finance Manager, which related to a proposal that would have a positive impact on Council Tax income and help the Council tackle its budget challenge and involved working with a partner supplier to identify wrongly claimed Council Tax Single Persons Discounts.

Additional Council tax income of over £400k per annum was expected to be

achieved through the initiative and a further one-off sum of over £400k secured by backdating recovery of wrongly claimed discounts by one year.

Discussion ensued on the review process to potentially identify fraudulent claimants and the backdating cases.

Resolved:- That the proposals outlined in this report to appoint a supplier to identify wrongly claimed Council Tax Single Persons Discounts be approved.

N48. CABINET REPORTS

Reference was made to the items from the agenda for the Cabinet meeting to be held on 25th April, 2012.

N49. MEMBERS' ISSUES

Updates were provided on the following:-

- Staffing dispute at Swinton Comprehensive School due to take place on Tuesday 17th April against compulsory redundancy threat to 8 teachers. It was disappointing to record that this day of action is still to take place despite the offer of a suitable reasonable alternative job to the last remaining affected employee.
- Increment Freeze Proposals – Following the recent UNISON Ballot further discussions are being sought with Trades Unions to progress this matter and all parties still hope to reach a Collective Agreement.

N50. EXCLUSION OF THE PRESS AND PUBLIC

Resolved, that under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act (as amended March, 2006 (information relates to finance and business affairs).

N51. RE-INTEGRATION OF RBT SERVICES

Consideration was given to a report presented by Colin Earl, Director of Audit and Asset Management, which provided an update on the re-integration of former RBT services into the Council, following the signing of a legal agreement by the Council and BT on 1st February, 2012 to end the RBT partnership.

The former RBT services would be subject to review whilst being re-integrated, in order to ensure they could meet current and future expectations and achieve savings that would contribute to the Council achieving its 2012/13 budget.

A summary of each of the key reviews was provided and showed that good progress was being made and on the identification of savings.

It was noted that the window of opportunity for voluntary severance was being extended to all employees who were the subjects of the reviews.

The charging mechanisms to Directorates would replicate the existing process, but this was subject to further examination.

Resolved:- That the positive progress being made in reviewing and re-integrating former RBT services and the associated identification of savings be noted.

N52. DATE AND TIME OF THE NEXT MEETING

Resolved:- That a further meeting be held on Monday, 28th May, 2012 at 9.30 a.m.

ROTHERHAM BOROUGH COUNCIL

1.	Meeting:	Deputy Leader
2.	Date:	May 28th 2012
3.	Title:	Corporate ICT Review
4.	Directorate:	Resources

5. Summary

The purpose of this report is to provide an update on structure proposals for the ICT function following a review carried out after the return of the function from RBT to the Council.

The proposals will achieve £694k savings (equivalent to 15% of costs transferred from RBT). This is in addition to the loss of BT resources and contractors who were part of the former RBT ICT service.

It is planned to implement the restructure from 1 June 2012.

These proposals were approved by the Strategic Leadership Team on May 11th 2012.

6. Recommendations

The Deputy Leader is asked to:

- Support the ICT structure proposals
- Support the proposed timetable for implementation.

7. Proposals and Details

The ICT function has been reviewed as part of a series of reviews following the return of RBT services to the Council.

After looking at the ICT services returning to the Council and carrying out consultation with various stakeholders, including strategic directors, directors, Members and other key customers/users, a high level draft structure was circulated in early April. The structure proposals address key issues fed back during the consultation, including:

- *“ICT has become too distant from the Directorates and RMBC’s core business”*
- *“The ICT Strategy remains relevant and should continue to guide ICT service planning”*
- *“ICT’s processes are far too bureaucratic”*
- *“We want the ICT service to challenge us and let us know what improvements we should be making”*
- *“We need accurate management information at our fingertips to allow us to make good decisions”*
- *“The split between ‘operations’ and ‘projects’ is causing problems and is preventing efficient service delivery.”*
- *“There has been no access to training in the last few years”*

Since the issue of the high level proposals regular meetings have been held with all staff and unions to discuss the proposals.

Progress has been reported to the RBT Reviews Lead Officers’ Group throughout this period and update reports have been provided to Members through a Leader’s briefing and a report to the Deputy Leader.

Proposed Structure

The proposed structure is shown in the diagrams at **Appendix 1**.

It provides for three key service areas:

- Business ICT Systems Support and Development
- Corporate ICT Infrastructure and Applications Support and Development
- Corporate ICT Governance and Change Management

A brief description of the main responsibilities of each of the organisational units is included below.

Business ICT Systems Support and Development

This section will work very closely with our customers. It is comprised of four teams:

- **Neighbourhoods and Adult Services (NAS) ICT Systems Team** – this team brings together two teams from NAS – Housing ICT (ex 2010) and Adult's ICT. Responsible for all housing and adult social care systems, customer support and fault resolution.
- **Children and Young People's Services ICT Systems** – responsible for the development of CYPS social care, education and schools systems such as the Rotherham Learning Portal and RGFL.
- **ICT Customer Assistance Team** – this team is responsible for the Service Desk and 1st 2nd line support and all fault resolution.
- **School's ICT Team** – formerly known as the 'Schools Connect Team' – responsible for ICT support and development in most of the schools in Rotherham.

In addition to the systems and business areas already covered by these teams they will be expected to expand their remit to become knowledgeable in business processes and systems across all parts of Council. Corporate ICT will increase its exposure to systems such as Flare (APP), Planning, HR, AutoCAD, GIS, Cedar, and the People's Network (Libraries) and in so doing will be better placed to offer support and guidance in these areas. This is not to say that Corporate ICT would necessarily take on responsibility for support and development of these systems but by working closely with the system owners we can better understand the needs of our customers and make sure that all Directorates are adequately supported.

In recognition of the fact that some of these teams are new to Corporate ICT and warrant extra support and guidance and in the interest of maintaining a flatter structure (in line with HR guidelines) the Business ICT Systems Section will not have a separate manager – rather the four team leaders will report directly to the Corporate ICT Manager.

Corporate ICT Infrastructure and Applications – Support and Development

This section will have responsibility for the support and development of our underpinning hardware and software, technical design and major incident management and will be organised around 4 teams:

- **ICT Enterprise Systems & Databases** – Oracle, SQL, Unix, Swift, Contact Centre, CedAr, Siebel, Revs & Bens,

- **Corporate ICT Voice & Data** – VOIP telephony, network infrastructure, Firewalls, VPN, Internet, 3rd Party Network Integration
- **Corporate ICT Server & Storage** – Windows servers, corporate storage devices, VMware, Anti-virus, Thin Client, Backups, Email, Blackberry services, 3rd Party Device Management (e.g. iPhones/iPads),
- **Systems Development & Integration** – SharePoint (Intranet and RGFL), application development, systems integration, web development, eForms,

Corporate ICT Governance and Change Management

The Governance and Change Management section will take on many of the responsibilities of the existing ICT Governance Team and will be organised around 4 teams:

- **ICT Implementation and Configuration Management Team** – implementation management, configuration database management, ICT supplier management, ICT contract management, equipment and licence ordering, equipment disposal and asset recording and tracking
- **ICT Statutory Compliance and Testing Team** – statutory security compliance monitoring and testing (e.g. Data Protection, Government Connect, PSN, Payment Card Industry Data Security Standards), test management, security management, IT problem management, software configuration and deployment, ICT service planning, ICT business continuity planning and testing, FOI responses and ICT systems support (e.g. help desk systems and remote support systems).
- **Central Print (AKA Reprographics)** – bulk print, mailing, copying, reprographics
- **ICT Service Request Team** – change request management, solution design and costing, requirement capture, ICT resource planning, ICT project planning, budget management, licence management.

Corporate ICT FTE Reductions

The number of FTE in the proposed structure is 106.46 (111 posts). This is a reduction from 128.6 FTE (133 posts) transferred from RBT and can be achieved through a combination of voluntary severances and retirements and deletion of vacant posts.

The table below shows the grading of posts before and after the restructure:

Grade	Previous Structure	Proposed Structure	Variance
PO18	0	1	1
PO16	1	2	1
Band L	4	0	-4
Band K	11	11	0
Band J	24	25	1
Band I	17	13	-4
Band H	19	17	-2
Band G	19	14	-5
Band F	8	8	0
Band E	8	9	1
Band D	7	7	0
Band C	6	4	-2
Band B	0	0	0
Band A	1	0	-1
Agency	8	0	-8
Total Posts	133	111	-22

In addition to this reduction, the function is absorbing activities that were performed by BT staff and contractors in the former RBT structure, equivalent to around a further 15 ICT posts. At the time of transferring the ICT service from RBT a further 18 vacant posts were deleted from the ICT establishment.

These reductions have not been easy to absorb and have been met with resistance from within the ICT organisation. Further reductions cannot be achieved at this point without significantly increasing service delivery risk (see Section 9). We will however continue to improve systems and deploy new tools which will allow us to make further reductions in the second half of 2012. We will also be benchmarking our costs with a view to ensuring the right level of resource is attributed to this key function, and no more. This will be the subject of a further report.

The table below shows the savings that will be made through a FTE reduction as a result of voluntary severance, the deletion of vacant posts and a reduction in the use of agency staff.

	FTE	Non-Staff Budget	Staff Budget	Total
Pre-Review	128.59	£310,000	£4,283,000	£4,593,000
Post-Review	106.46	£267,000	£3,632,000	£3,889,000
Savings	22.13	£43,000	£651,000	£694,000

Appointing to the New Corporate ICT Structure

Most posts in the new structure are not substantially different to their existing counterpart and in these cases the incumbent will be assimilated.

19 posts are new or have been altered and will therefore be opened up to expressions of interest (EOI) followed by a selection process. EOIs are restricted or ring fenced to existing Corporate ICT staff.

Key Dates

The final structure proposals were agreed by the Strategic Leadership Team on 11 May. Posts subject to assimilation have been identified and staff confirmed in these posts. A minority of posts will be opened up to advertisement. Interviews for these posts are planned to take place between 28 and 31 May and the review and structure fully implemented from 1 June.

8. Finance

Financial implications are set out in the body of the report.

9. Risks and Uncertainties

The FTE reductions described in this paper have resulted in an RMBC ICT function which is smaller than at any point in the previous decade. At the same time the Council's reliance on ICT is at an all-time high and continues to grow.

We have now 'pared back' to the minimum level of staff with which we can safely maintain the Council's ICT service. In addition we will continue to deliver the RMBC ICT Strategy on time and within budget.

Any further reduction in staffing levels at this time will increase the risk of unplanned system downtime, service interruptions and failure to deliver on the Council's ICT Strategy.

10. Policy and Performance Agenda Implications

ICT underpins most of RMBC's services and a stable ICT service is essential to allow the Council to deliver on policy and performance commitments.

11. Background Papers and Consultation

- RMBC ICT Strategy
- Consultation with staff, Members, other Councils and key stakeholders

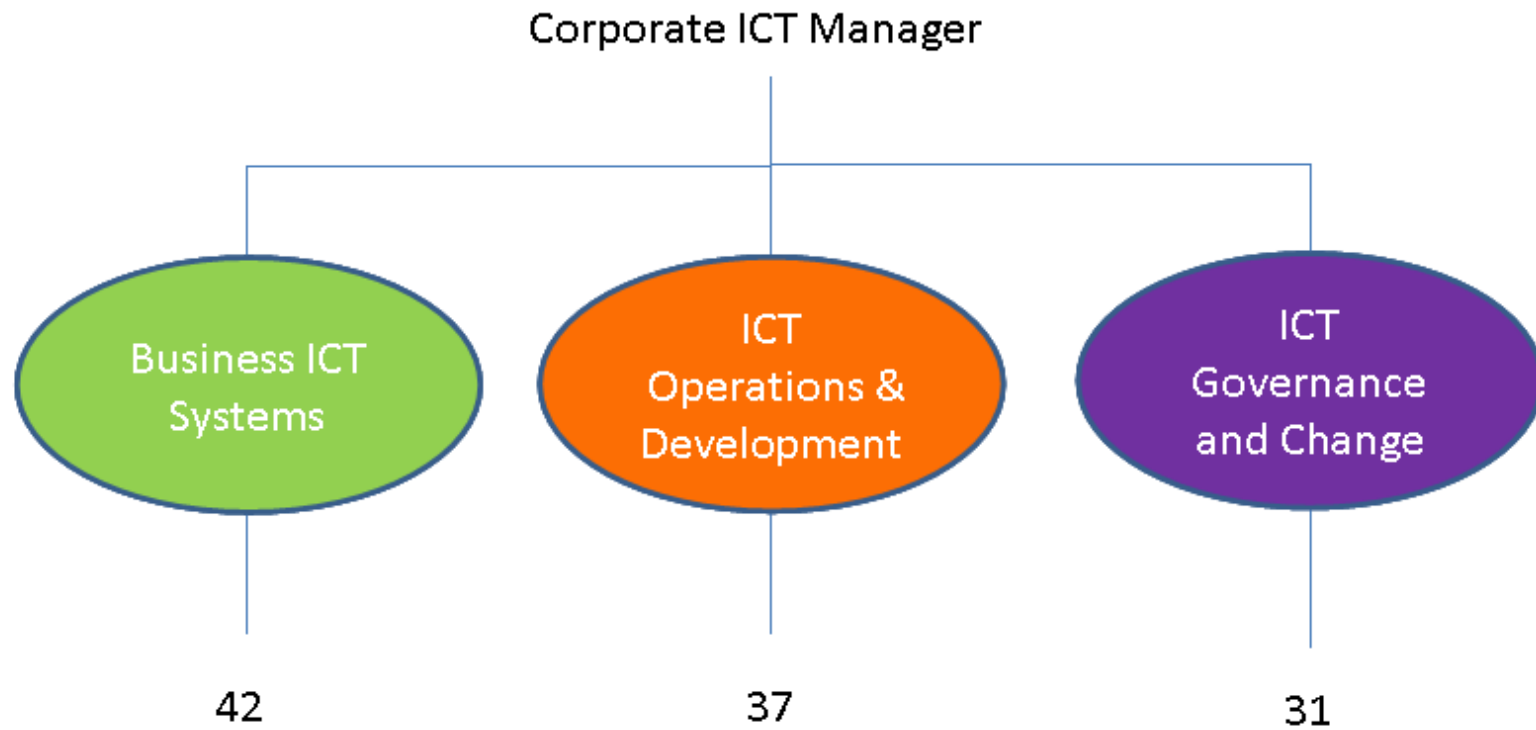
12. Contact Names:

Richard Copley, Corporate ICT Manager, Tel 54525
richard.copley@rotherham.gov.uk

Appendix 1 – Corporate ICT – Proposed Structure

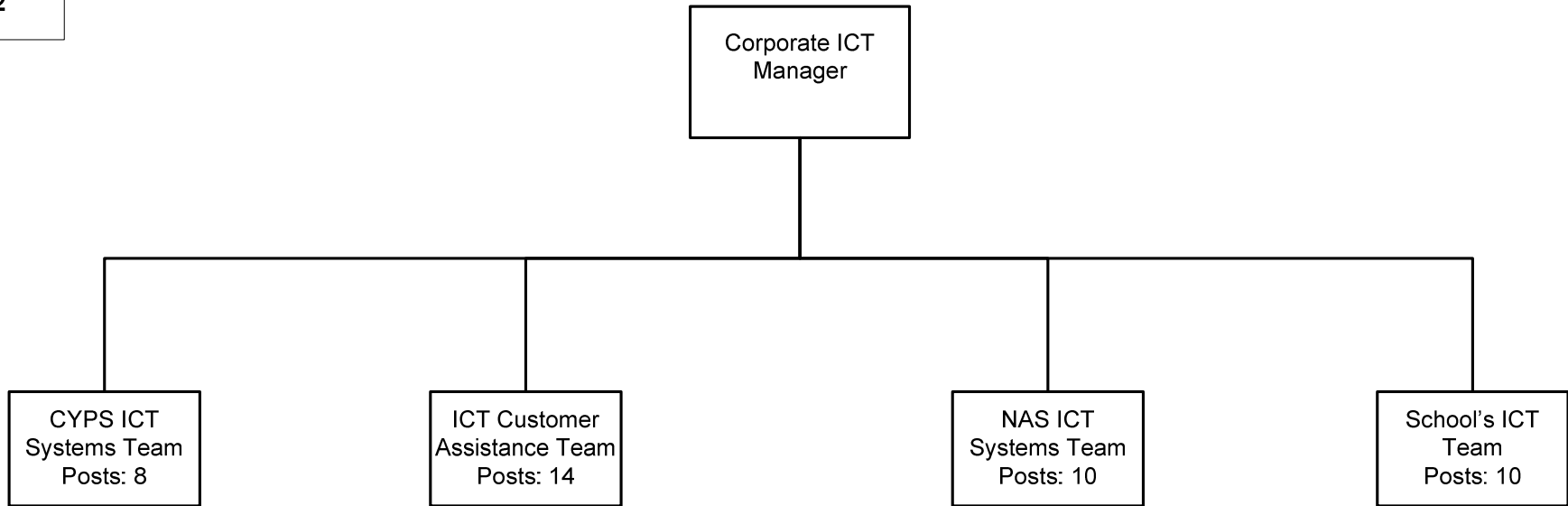
High level structure

111 Posts



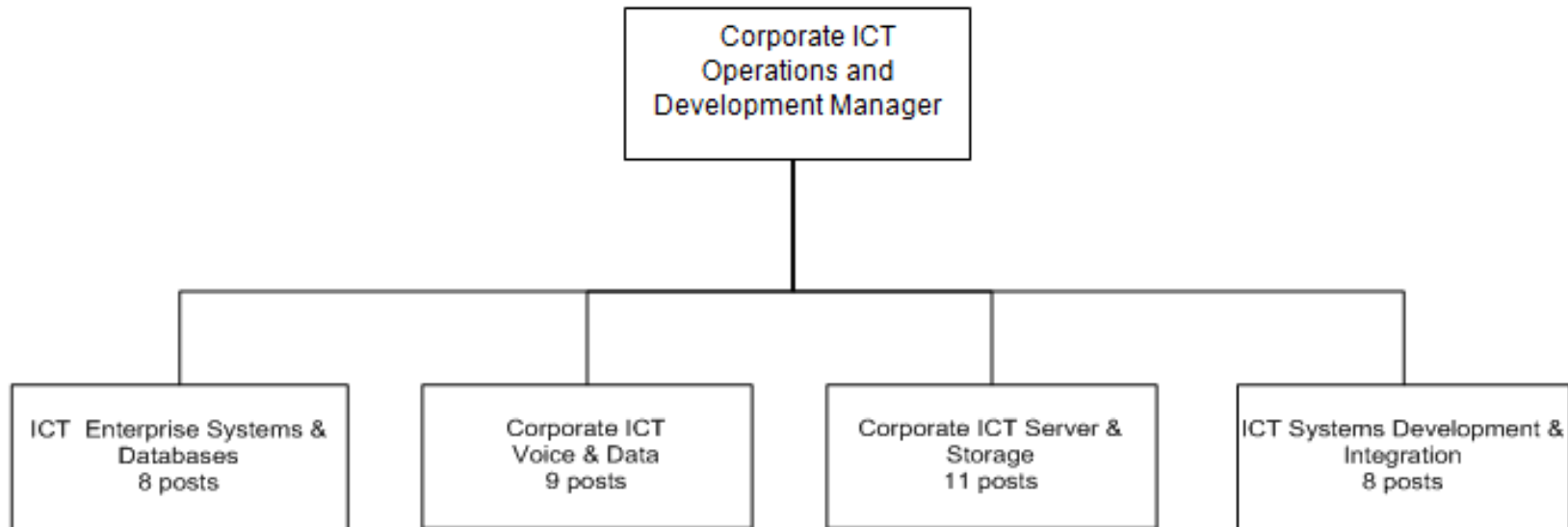
Business ICT Systems

Number of posts: 42

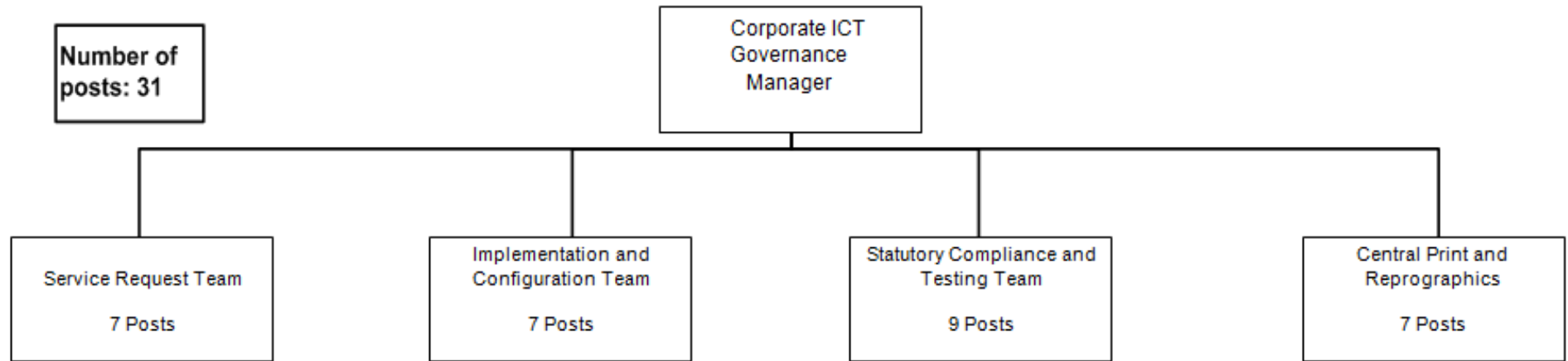


ICT Operations & Development

Number of Posts: 37



Corporate ICT Governance and Change Control



**ROTHERHAM METROPOLITAN BOROUGH COUNCIL
REPORT TO DEPUTY LEADER MEETING**

1.	Meeting:	Deputy Leader Meeting
2.	Date:	28th May, 2012
3.	Title:	Investors in People (IIP) & Employee Opinion Survey Proposals
4.	Directorate	Resources

5. Summary

To provide details of the new timescale option available for IIP accreditation re-assessment

6. Recommendations

- **To undertake the strategic review process for IIP and delay official re-assessment for up to one year**
- **To undertake the re-assessment for re-accreditation in May/June next year to enable maximum capacity for interview attendance**

7. Proposals and Details

7.1 Background

The Council achieved re-accreditation to gold standard for the last liP re-assessment in August 2009. Under liP regulations this accreditation has to be re-assessed within a three year period meaning our re-assessment is due at the latest in August this year. We were also planning to run the corporate employee opinion survey (last run in 2008) in 2012 and we want to utilise the liP interviews to follow up areas of strength and weakness highlighted by the survey. This resulted in a tight timeframe between running of the Survey (in-house) and the feeding these results into the liP assessment, despite having negotiated an extension for liP re-accreditation until October 2012. There is also some discomfort about the timing of an liP review in the midst of the re-shaping of the Council and how this might be perceived by staff and how useful the findings would be at this time.

7.2 Changes to timescales

We met with our liP managing assessor in early March to prepare the management plan for re-assessment and she informed us that they have now introduced a further option in terms of the timescale. We can now have an additional one year extension until re-assessment (August 2013) but in order to do this we would have to undertake a strategic review to inform us of our current position against the standard. This would involve the production a corporate position statement which would then be assessed by the managing assessor (working with the Council liP co-ordinator) and submitted to an assessment board. The outcome of this interim assessment would not affect our current liP status which would remain in place until official re-assessment next year.

The managing assessor was very aware of the current difficult climate within which we operate and encouraged this delay in assessment, to enable the organisation to fully define its future direction and model and to have the opportunity to develop understanding of this across the workforce and re-build along these lines. An assessment in 2013 would enable this further work to be delivered and then provide valuable information in terms of what the Council has achieved in terms of re-shaping and the involvement, development, understanding, ownership etc. of staff.

It should be noted this extension would not ultimately extend our official accreditation date, so our next review would still run in three years from August 2012, i.e. August 2015.

7.2.1 Advantages of the extension

There are several reasons that would make accepting the extension advantageous:

- The commencement of the Doncaster Shared Service contract in April 2012 has increased the pressure and workload for existing HR staff (many of the internal reviewers for liP are from HR)
- Allows additional time for full analysis of the employee opinion survey to feed into the liP process and follow up in services
- Allows actions to be put in place, and embedded from current employee feedback (Pulse survey) and the employee opinion survey
- Allows budget savings initiatives planned for 2012/13 to be actioned and settled. At a time of massive change the reactions/feedback from the workforce may be negatively skewed
- Allows time to ensure PDRs have been undertaken. Most large reviews will have been completed so all PDRs should have been carried out or planned

- Undertaking liP interviews in summer 2013 would enable some key re-building messages to be tested and shared and allow involvement in the way forward in a more positive environment.

7.2.2 Timescales

Although the delay in re-assessment is for one year we would ideally want to complete this in May/June 2013. As mentioned above this will allow all PDRs to have been completed. It is also close enough to the results of the employee opinion survey being published to discuss in the liP interviews and allows time for follow up actions to be implemented. Finally it is before the summer holiday period so organisation of interviews is more successful as people are generally in work.

7.3 Champion status

In addition to being a Gold organisation, the Council was awarded Champion status in 2010, in recognition of the work we carry out in sharing best practice and being a leader in terms of people management and performance management best practice. For 2012 IDG has introduced a formal requirement of Champion organisations which requires the signing of a Charter and commitment to an action plan, including mentoring activities, open days, guest speaking, campaigns etc. Whilst being a champion also offers the Council some opportunities to learn from others, network etc, the need to support the Council re-shaping and maintain our own standards of practice is seen as a priority. It is, therefore, recommended that the Council discontinue its commitment to the Champions Charter in the current climate.

8. Finance

The only cost for the one year extension and the strategic review process would be for the managing assessor's time (approximately £350). Additional HR officer time would be limited to the production and discussion of the Position Statement, drawn from performance reports and the workforce strategy already produced.

The Employee Opinion Survey 2012 will be managed and run in-house by HR to reduce costs, with any production costs being met from the HR budget.

9. Risks and Uncertainties

There are no apparent risks or uncertainties from adopting the strategic review process and one year extension.

10. Policy and Performance Agenda

The liP agenda supports the Councils' Workforce Strategy and the Way We Do Business themes in particular 'having the right people with the right skills in the right place at the right time'. The liP assessment is an opportunity to have a conversation with the workforce to assess the success of our people management and how well we are managing the re-building of the Council. It is importantly also an opportunity to plug gaps in understanding and to encourage employees to reflect more positively on their work and contribution to the Council.

IDG (the liP managing body) is very proud of the Council's IIP Gold status and recognises the commitment the Council makes to its workforce and how we seek to involve them in how the Council operates.

11. Background Papers and Consultation

Investors in People standard

Managing Assessor – liP

Contact Name: Debby Lamb

Senior HR Officer (Organisational Development)

Ext: 23701

email: debby.lamb@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Deputy Leader's Meeting
2.	Date:	28th May 2012
3.	Title:	Resources Performance Report for March 2012
4.	Directorate:	Resources

5. Summary

The Cabinet agreed to the establishment of a Resources Directorate from December 2011. From February 2012, the Council took over operational control of services previously provided by RBT following the ending of the RBT Partnership by the Council and BT. Many of the former RBT services sit within the Resources Directorate. It is pleasing to note that performance against key performance indicators has remained consistently high during the transition period.

Regular reports were provided to the Deputy Leader until January 2012 identifying the performance of RBT in delivering a range of performance and contractual targets. This report summarises the performance by RBT and the Resources Directorate against current measures and key service delivery issues during March 2012 across the areas of:

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

The Resources Directorate is currently in the process of determining its key priorities and service plans for 2012/13. Once completed, regular updates on progress and performance will be provided to the Deputy Leader in all areas including the former RBT service listed above and covered by this report.

6. Recommendations

The Deputy Leader is asked to note the very good service performance achieved against key measures.

7. Proposals and Details

The Strategic Partnership between RMBC and British Telecom officially completed on 1st February 2012. Due to this there are no longer any contractual or financial obligations or penalties in place, although performance is still being monitored and will be reported in the current format until a new reporting regime is determined.

Performance over the duration of the partnership was very positive, with well over 90% of all Strategic and Operational measures achieved or exceeded across all services. This level of performance has been maintained by the Council since February.

7.1 Customer Access

7.1.1 *Overall Performance*

All Customer Access measures either achieved or exceeded their targets during March 2012.

7.1.2 *Rawmarsh Customer Service Centre*

On Monday 30th April Rawmarsh Customer Service Centre opened to the general public. This is the pilot site for the merger of library and customer service functions under 1 manager, with staff who are responsible for delivering both library and customer service activities.

The building offers public access to:

- Rawmarsh Health Centre
- Community Health Services
- Library facilities
- Council Customer Services
- Self service kiosks
- Local community room
- Changing facilities for the adjoining sports ground

7.1.3 *Consolidation of Services*

The Blue Badge and concessionary travel service has successfully been rolled out across all satellite Customer Service Centres. To date 371 customers (total for all satellite sites) have already accessed this new service offering.

For operational reasons, at the request of Neighbourhood & Adult services, go live for consolidation of licensing processes into Maltby Customer Service Centre has been rescheduled to 11th June, 2012.

7.2 Human Resources and Payroll (HR&P)

7.2.1 *Overall Performance*

All HR&P targets for measures were either achieved or exceeded during March 2012.

7.2.2 *Payroll*

The year end schedule was distributed to all stakeholders with owners allocated to appropriate pieces of work. Year end started in earnest from 10 March with the upgrade to the HR & Payroll system (PSe) and continued with financial year end processing after each pay group had been finalised during March.

7.2.3 *Current/Upcoming Projects*

The Doncaster Council shared service agreement was confirmed and signed in late March. The contract is effective from 1 April 2012 and is for an 8 year term with a review after 5 years. Doncaster staff successfully moved to Riverside House with an effective start date of Monday 2 April 2012.

Currently Doncaster staff has access to systems at DMBC which they will need to use in order to fulfil their roles, until full transfer onto Rotherham’s systems. The next step is to give HR staff based in Doncaster access to our HR systems and work is progressing well to establish secure connectivity.

HR was notified by St Alban’s School of their intention to transfer to RMBC for their HR & payroll service from April 2012. Work is in progress to transfer the employee records from School’s First and provide training for the school administrator who will use Yourself from April.

7.3 ICT

7.3.1 *Overall Performance*

All ICT measures either achieved or exceeded their targets during March 2012.

7.3.2 *Improvements in ICT Processes*

We have made a number of improvements to the way we process change requests and calls to the Service Desk since the section transferred back to RMBC from RBT. The table below shows how these changes have resulted in improved performance and a better experience for our customers:

	January 2012	April 2012
Average age of open change requests (days)	45	20
Percentage of calls fixed while customer on phone (Target – 30%)	35%	55%

7.3.3 *Integrated Housing Management System (IHMS)*

The project to replace a variety of incumbent housing systems with a single Integrated Housing Management System (IHMS) formally began this month. This is a very large strategic project which will take 18 months to complete.

An important component of the new IHMS is online self-service for customers – which will allow customers to log repairs requests and other jobs and track their status.

7.3.4 *Bring Your Own Device and Mobile Device Management*

Bring Your Own Device (BYOD) is an initiative which seeks to find secure ways to allow Members and employees to use their own smartphones and tablets to access RMBC email and other data. Like many other Local Authorities RMBC is investigating the best way to enable BYOD which will bring savings for the Council and increase flexibility for employees.

A second requirement is that we identify a way to allow care workers to securely access work roster information from Council issued smartphones.

We have been trialling a mobile device management solution called 'Good For Enterprise' which will allow secure access to email from personal tablets and phones and will also enable care workers to securely access work roster data. Initial feedback from the trial is positive and we are in discussions with Good around the commercial terms for the product.

7.3.5 *VOIP Roll-out Completion*

We are in the process of migrating the last few extensions from the Council's outgoing Siemens telephony system and on to the Avaya VOIP platform.

The Siemens system will be decommissioned by the end of June - a milestone which marks the completion of the successful project to deploy VOIP across RMBC. It has taken 2 years to move over 3000 extension on the VOIP system.

There will still be a handful of non-VOIP extensions across the Borough – most often in very small RMBC sites. The majority of these are using BT or Virgin lines and we will look to migrate this to RMBC VOIP where it makes economic sense to do so. In some cases it is more efficient to continue to use the 3rd party solution and we will make this determination on a case by case basis.

7.4 Procurement

7.4.1 *Overall Performance*

All Procurement measures either achieved or exceeded their targets during March 2012.

7.4.2 *Payment of Invoices*

Performance against former BVPI8, payment of undisputed invoices within 30 days, achieved 93.87% in March, giving a year to date position of 94.31%.

7.4.3 *Savings Tracking*

Savings figures are as follows:

Savings in month of March 12 (£)	Savings year to date (£)	Forecast Savings to year end (£)
£256K	£3.501M	£3.501M

The savings outturn for 11/12 was £3.501M against a target of £2.973m.

7.4.4 *New Initiatives*

Single persons discount review contract has now been awarded. This will bring into Rotherham Metropolitan Borough Council additional income relating to fraudulent benefit claims.

7.4.5 *Collaboration*

The Procurement Service is currently leading on, or supporting, the following initiatives:

- Regional Insurance Consortium – Regional
- Learning & Development framework – Sub-region
- Chartered Institute of Purchasing and Supply (CIPS) – Regional
- Dollywood Book Consortium
- Bailiff Services – In dialogue with Chelmsford Council regarding a new agreement
- Digital Region Limited
- Supplier Contract Management System (SCMS) – Regional
- Advertising framework – Regional

7.5 Revenues and Benefits

7.5.1 *Council Tax*

The Council Tax collection target is for the Council 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 quartile position is yet to be announced, but at the end of March 2012 the collection rate was 97.7%, which is a 0.3% increase on the 2010/11 year end amount and £713k above target.

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

Council Tax Collection – Recovery Procedures		
Documents Issued	At March 2012	At March 2011
Reminders	41,538	43,357
Summonses	12,141	14,140
Liability Orders	8,963	9,583

The total number of Council Tax Liability Orders that had been referred to the bailiff during the financial year is 4,746.

The average number of days taken to action a Council Tax Change of Circumstance was 3.84 days during March 2012.

As at the end of March 2012, 6.74% of Council Tax payments had been made by direct debit.

7.5.2 *NNDR*

NNDR collection performance stood at 98.1% at the end of March 2012, which is 0.3% down on 2010/11 year end amount.

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:

NNDR Collection – Recovery Procedures		
Documents Issued	At March 2012	At March 2011
Reminders	3,906	5,207
Summons	1,260	1,297
Liability Orders	622	733

332 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 0.

7.5.3 *Other Measures*

Performance against the remaining measures remains positive.

7.6 Complaints

The following complaints were closed during March 2012:

Description	Lessons Learnt	Service	Status	Time Taken
Complaint regarding the customer receiving several confusing and contradictory letters over benefit entitlement. (via Strategic Director of Finance)	The service has to issue notifications at each change. It was complicated in this case by the fact that there were so many changes in such a short period of time. Locally benefits cannot change the letters themselves but they will flag the issue to the software developer.	Benefits	Closed Not Upheld	5 Days
Complaint that the customer is being pursued for Council Tax for properties that he is not liable for.	An investigation found that service acted appropriately and that the customer failed to respond to several requests for extra information around the ownership of the property.	Local Taxation	Closed Not Upheld	9 Days

8. Finance

There are no direct financial implications arising from this report.

9. Risks and Uncertainties

Work is now underway to determine a future performance framework and reporting regime, taking into consideration, the needs and requirements of the Strategic Leadership Team and Elected Members.

10. Policy and Performance Agenda Implications

The services above are responsible for key areas of service delivery and therefore have a significant role in the delivery of key national and local performance indicators. These services also support all Council Directorates enabling them to deliver against Corporate Plan outcomes.

11. Background Papers and Consultation

Performance for the former RBT services during March 2012.

Contact Name:

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Measure	Ref	Target	March	Status	Comments
Customer Access					
Cost per Transaction (Face to Face)	CA01	£4.50	£2.98		Annual measure, reported quarterly 1 month in arrears; smaller is better target.
First Contact Resolution by Channel (Face to Face)	CA03	97.5%	100.0%		
First Contact Resolution by Channel (Telephony)	CA03	95.5%	100.0%		
Average Call Quality Assessment (Face to Face)	CA04	95.0%	99.88%		
Average Call Quality Assessment (Telephony)	CA04	95.0%	95.67%		
% of Contact not Abandoned (Face to Face)	CA05	85.0%	99.88%		
% of Contact not Abandoned (including switchboard) (Telephony)	CA05	90.0%	95.7%		
Complaints Handling	CA07	90.0%	100.0%		
Provision of Management Data	CA09	100.0%	100.0%		
HR & Payroll					
Accuracy of Contracts	HRO1	95.0%	99.44%		
Accuracy of Payment	HRO2	99.5%	99.93%		
% of Enquiries Resolved at First Point of Contact	HRO3	80.0%	98.91%		
P45s issued within 3 working days	HRO4	98.0%	100.0%		
Manual Cheques issued within 1 working day	HRO5	98.0%	100.0%		
Non-Statutory Returns by Due Date	HRO6	100.0%	100.0%		
Quality of Information Given to Caller	HRO7	90.0%	100.0%		
% Contracts of Employment Issued within 15 working days	HRO8	90.0%	100.0%		
CRB Process	HRO9	95.0%	100.0%		
Provision of Management Data	HRO10	100.0%	100.0%		
ICT					
% Availability of RMBC Voice & Data Network	ICT01	99.0%	99.24%		

% Availability of Business Critical Applications	ICTO2	99.0%	99.91%		
% Availability of Telephony Systems	ICTO3	99.0%	100.00%		
% Faults Fixed in Agreed Timescales	ICTO4	94.0%	96.51%		
% ICT Change Requests Completed in Agreed Timescales	ICTO5	95.0%	95.06%		
% Complex Change Requests Completed to Agreed Specification	ICTO6	85.0%	85.71%		
First Contact Resolution	ICTO7	30.0%	49.54%		
% Print Jobs Completed as Agreed	ICTO8	95.0%	100.00%		
Anti-Virus Measure	ICTO9	N/A	98.81%		Current position at the end of the contract. Baselining was being undertaken prior to target being negotiated.
Average Time Taken to Answer Calls	ICTO10	85.0%	95.00%		
Procurement					
% Catalogued Goods or Services Delivered within Lead Times	PO1	88.72%	91.21%		
% Cheque Requests Processed on Next Available Payment Run	PO2	98.46%	99.79%		
% Undisputed Invoices Input within 25 calendar days	PO3	99.22%	99.76%		
% non-eRFQ Open Requisitions Consolidated into Purchase Orders	PO4	78.00%	85.11%		
% Framework Agreements Risk Assessed for Impact on Local Economy	PO5	96.00%	100.00%		
% Framework Agreements Developed with consideration given to Sustainability	PO8	98.00%	100.00%		
Provision of Management Data	PO9	100.00%	100.00%		
Revenues & Benefits					
% Council Tax Collected	RBO1	97.0%	97.70%		
% NNDR Collected	RBO2	98.5%	98.10%		
Time Taken to Process HB/CTB New Claims and Change Events	RBO3	12 days	12.62 days		Annual smaller is better measure
Number of Fraud Prosecutions & Sanctions per 1000 caseload	RBO4	4.20	7.79		
Cumulative Council Tax Arrears as compared to Council Tax Year End Total Collectable Debt	RBO5	TQM	5.54%		Annual smaller is better measure
Year End Council Tax Write Off as % of Collectable Debt	RBO6	TQM	0.1891%		Annual smaller is better measure

Number of Changes in HB/CTB Entitlements within the year per 1000	RBO7	TQM	N/A		Annual measure; information not available from DWP
Level of LA Overpayments not to exceed LA Error Local Subsidy Threshold	RBO8	<0.48%	0.25%		Annual smaller is better measure
Total Amount of HB Overpayments recovered in period as % of HB Overpayments outstanding	RBO9	41.0%	50.29%		
% New Benefit Claims Decided within 14 days of Receipt	RBO10	92.5%	93.74%		
Total Amount of HB Overpayments written off during the period as % of Total Amount of HB Overpayments	RBO11	<6.99%	2.18%		Annual smaller is better measure
% Applications for HB/CTB Reconsideration / Revision Actioned & Notified within 4 weeks	RBO12	90.0%	90.84%		
% HB/CTB Appeals Submitted to the Tribunal Service in 4 weeks	RBO13	90.0%	100.00%		
Provision of Management Data	RBO14	100.0%	100.00%		
First Contact Resolution	RBO15	85.0%	98.20%		

Key:		On track to meet target
		Slightly behind target
		Target failed
		Unclassified / Target and/or performance unknown

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