

Deputy Leader

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

Date: Monday, 19 November 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 8th October, 2012 (Pages 1 - 4)
4. Local Government Pay Issues and Living Wage (Pages 5 - 8)
5. Tablet Computing (Pages 9 - 12)
6. Cabinet Reports
7. Members' Issues
8. Exclusion of the Press and Public
The following item is 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).
9. Procurement of Council Tax Support Software (Pages 13 - 14)
10. Date and Time of the Next Meeting

Extra Item:-

11. Resources Performance Report for 2012/13 - Quarter 2 (Pages 15 - 27)

19N

DEPUTY LEADER
8th October, 2012

Present:- Councillor Akhtar (in the Chair);

Apologies for absence:- Apologies were received from Councillor Gosling and Sims.

N30. MINUTES OF THE PREVIOUS MEETING HELD ON 10TH SEPTEMBER, 2012

Resolved:- That the minutes of the meeting held on 10th September, 2012 be approved as a correct record.

N31. CABINET REPORTS

Consideration was given to the agenda of the Cabinet to be held on Wednesday, 17th October, 2012, which had been circulated and the contents noted.

Resolved:- That the information be noted.

N32. MEMBERS' ISSUES

Phil Howe, Director of Human Resources, provided updates on the following matters:-

- Expiry of the voluntary severance window on the 30th September, 2012 and an outline was given of the numbers who had expressed an interest for their final figures and those who were then wishing to proceed. All applications were being considered over the next few weeks.
- An update on the Care Enabling Service would be shared at the RMBC/Trades Unions Joint Consultation Committee on Friday, 12th October, 2012.
- The Employee Opinion Survey would shortly be circulated to all staff by electronic or paper means depending on the service and would run till the end of October.

Stuart Booth, Director of Finance, also reported on the benchmarking activity taking place for the Resources Directorate which, following submission to the Strategic Leadership team, would be presented to the Deputy Leader in November, 2012.

Colin Earl, Director of Internal Audit and Asset Management, provided an update on progress of shared services and the opportunities that may be afforded the Council in the future and confirmed that liaison was taking place with relevant authorities regarding the proposed demonstration in the town centre.

Jacqueline Collins, Director of Legal and Democratic Services, reported on the restructure of legal services and the three week consultation period and

provided a further update on the current position with regards to a Legal shared service.

Resolved:- That the information provided be noted.

N33. BRING YOUR OWN DEVICE \ GOOD FOR ENTERPRISE

Consideration was given to a report presented by Richard Copley, Corporate ICT Manager, which detailed the proposed adoption of a 'Bring Your Own Device' (BYOD) Policy for the Council, which was an initiative which enabled Council employees to access their Council email, contacts, Intranet and calendar from a non-Council owned smartphone or tablet.

Further information was provided on the recent developments in technology and the options to allow employees to access Council systems from personal devices, the scope to how this could be achieved, the benefits in utilising personal devices, the Good for Enterprise App, security, legal and human resources considerations and ways in which savings could be maximised by ceasing to provide Council owned Blackberrys.

Discussion ensued on publication and guidance to Members and qualifying employees and cost to providing this initiative. Assurances were provided that there were certain terms and conditions that would have to be satisfied before this was extended beyond the current pilot group.

It was also noted that information would be provided to all Elected Members and that a drop-in session, ensuring that relevant officers were available, would take place on Wednesday, 31st October, 2012 before the Council Meeting.

Resolved:- (1) That the proposed 'Bring Your Own Device' policies be approved.

(2) That an extended trial of Good For Enterprise be approved as the authorised means for access to Council data from personal smartphones and tablets.

(3) That a further report be submitted on 'Bring Your Own Device', including a detailed financial impact assessment at the end of the trial.

N34. REVIEW OF COUNCIL TAX SINGLE PERSONS DISCOUNT - UPDATE

Consideration was given to a report presented by Stuart Booth, Director of Finance, which provided an update on the Council Tax Single Person's Discount review that was being carried out in conjunction with Northgate (our Revenue's software supplier) and Experian.

As a result of the review canvass letters were issued to the identified cases asking customers to declare their current household circumstances. Customers who failed to respond to this initial letter were sent a reminder letter twenty one days later.

To date the results of the canvass identified:-

- 2,979 discounts have been verified as being correctly claimed.
- 1,771 discounts have been cancelled. Of these, 1248 were cancelled as a result of the customer failing to respond to the initial canvass letter, a reminder letter and a further letter asking for contact before the discount was cancelled. The other 523 discounts have been cancelled following a declaration of a change in household circumstances by the customer.

The cancellations have resulted in an additional £635k Council Tax income being raised across the identified Council Tax accounts. Revised Council Tax bills have been issued requesting that relevant payments were made to bring their Account up-to-date. This figure was subject to change due to customers who have previously not made contact now making contact which may result in the Single Person's Discount being reinstated.

Work to finalise the outcomes from the review would continue over the next few months and a further update report submitted in due course towards the end of 2012.

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

(THE CHAIRMAN AUTHORISED CONSIDERATION OF THE FOLLOWING ITEM IN ORDER TO ORDER TO PROGRESS THE MATTERS REFERRED TO)

N35. COMPLAINTS ANNUAL REPORT 2011/12

Consideration was given to the report presented by Dave Roddis, Performance and Quality Manager, which provided information about complaints made between 1st April, 2011 and 31st March, 2012 to the Local Authority, under the Corporate Complaint's Procedure, the Adult Social Services and Children's Social Services complaint regulations.

The report included details of the number of complaints made by customers and a summary of complaints received, main complaint issues and how services have been improved.

The report also included details on how complaint handling had been improved over the year and how it could continue to be improved further.

In total over the last twelve months the total number of complaints received by the Council had reduced from 1248 (2010/11) to 724, which was a 42% reduction

Overall 94% of all complaints were responded to within the statutory timescales, compared to 76% in 2010/11.

The positive position was noted and an evaluation of the process would be undertaken. This information would then be presented to the Cabinet for information.

It was also noted that in terms of complaints discussions were taking place regarding abusive telephone calls with appropriate training being rolled out to key staff.

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

N36. DATE AND TIME OF THE NEXT MEETING

Resolved:- That a further meeting be held on Monday, 19th November, 2012 at 9.30 a.m.

ROTHERHAM BOROUGH COUNCIL
REPORT TO CABINET MEMBER MEETING

1. Meeting:	Cabinet Member Meeting
2. Date:	19th November 2012
3. Title:	Local Government Pay Issues & Living Wage
4. Directorate:	Resources

5. Summary

This report provides information to promote a discussion regarding the current levels of pay in the Council and pressures to respond to the Trade Union sponsored 'Living Wage' campaign.

6. Recommendations

The Cabinet Member is asked to note the update on National pay negotiations and to confirm the proposed approach to pay and benefits including the continued promotion of various relevant initiatives to support Council employees.

7. Proposals and Details

Background

The national position on public sector pay freezes has resulted in the Council's workforce not receiving a pay award since 1st April 2009 (Chief Officer's since 1st April 2008).

In addition locally we have applied both a temporary pay reduction of 1.15% (equivalent to 3 days pay) and a 2 year freeze on incremental progression awarded for satisfactory performance up to a spinal column maximum commensurate with the grade of the employee. (Non school employees only).

A previous report to this meeting in September 2012 set out the wide range of financial and other flexible benefits promoted by the Council to help pay stretch further and hopefully this is something that employees value and additionally therefore recognise us as a 'good' employer. By way of a brief reminder these include a range of tax efficient salary sacrifice schemes i.e. Childcare Vouchers, car parking and, car leasing. In addition further benefits include additional leave purchase, access to local shop discounts and discounts at national chains on the nationally-run 'Local Authorities discount' website.

Nevertheless it is acknowledged that in this period of austerity and pay restraint, the situation in respect of relative pay levels is something that is receiving more publicity. Increases in the National Minimum wage rates at a time when local government (unlike other public sector employers) has had to apply a pay freeze has meant both this benchmark rate plus those rates paid to some comparable occupations in the private sector has significantly narrowed or in some isolated instances even overtaken our rates of pay.

A recent example was highlighted by the recent Waste Collection dispute in Doncaster, where the agreement to settle the dispute is reported as resulting in a higher rate now being paid for the loader operators compared to our similar posts. It needs to be explained that their service is performed by the private sector compared to our own in-house arrangement. Interestingly even post this new agreement our own rates for drivers are still in excess of the private contractor.

Clearly there are always difficulties comparing the overall value of the total pay package. These matters are often case specific and can be as a result of timing of annual pay settlements. We do review these matters regularly and understand the volatility these matters may generate. It is however extremely difficult to quantify the overall comparative value of pay packages when things like holidays, pensions, sickness and death in service benefits and children's allowances etc all form part of the package, and some allowance has to be given in relation to the cultural differences of relevant organisations in the way employees are managed/recognised and consulted.

A recent comparison of various comparator jobs is attached to this report at Appendix 1. This would suggest that even allowing for other sectors not being held back by national pay restraint the rates being paid in general at the bottom end of our pay structure still remain in excess of private sector rates. Other examples in profession specific occupations especially at the higher rates of pay are more difficult to compare in like for like arrangements but again our rates generally compare favourably with the market place.

Currently there is a significant campaign from the TUC and individual Trade Unions lobbying Councils to support a drive towards paying a 'Living Wage' assessed at £7.20 per hour. We have more than 1500 employees paid below this level in occupations such as cleaning, catering, grounds maintenance and waste collection labourers. Even in this climate our rates still do compare favourably with those recently offered in the market place by private sector. (See Appendix 1).

The implications of a migration to such minimum levels would be significant for our job evaluated pay structure and indeed overall costs / budget pressures. It should be noted that a move to a minimum rate of £7.20 would result in an immediate cost to Rotherham M.B.C., of over £900K plus an additional £1m from incremental progression (subject to satisfactory performance)., plus it is not evident that we need to pay such rates from a market perspective as more recently we do not generally fail to recruit to any vacancies, including Social Work professions. It may also be an unintended consequence that a move to this sort of level of pay where private sector does not mirror such arrangements could result in making outsourcing arrangements appear more attractive, resulting in ultimately less public sector jobs.

Rotherham M.B.C. is committed to supporting national pay bargaining and is awaiting the outcome of proposals and counter-offers in respect of next year's pay settlement (2013/14). Rotherham has already committed to re-instating incremental progression next year (only increments due to our lowest paid on grades A& B were applied this year as a concession to in some way address the consequences of the recession affecting the low paid). The national pay negotiations are anticipating some form of offer to the workforce this year albeit in the light of continuing budget challenge this is anticipated to be minimal and may include balancing changes to some terms and conditions of employment and/or bottom-loaded effect to support lower paid. These are still to be determined but we would seek to apply whatever is agreed nationally.

Cabinet Member is asked to note the information in this report and to affirm the Council's approach on these matters.

8. Finance

There are potential financial implications from any increase in pay rates and Living Wage arrangements. A 1% increase would generally represent an increase to the pay bill of approximately £1m.

The salary sacrifice and benefit arrangements currently in place to help reduce costs to employees also contribute to reducing the operating costs in the Council. In 2011/12 these initiatives contributed to saving the Council around £120k.

9. Risks and Uncertainties

A failure to introduce effective pay and rewards will impact upon the Council's ability to recruit, retain and motivate employees.

10. Policy and Performance Agenda Implications

The way we do business: Right people, right skills, right place, right time, reducing bureaucracy and getting better value for money.

11. Background Papers and Consultation

- a) SLT Budget Reports
- b) LGE National Pay Award negotiations
- c) Cabinet Member paper on Employee Benefits tabled in September 2012.

Contact Name:

Phil Howe
Director of Human Resources
Ext. 23716

29th October 2012

APPENDIX 1 - External Pay Data September 2012

Job Title	Annual Salary	RMBC Pay equivalent	Difference
Contact Centre Operative	£13k - £14k	£16,830	20% above
Security Guard (Canklow)	£13.5k	£15,444	15% above
Tenant Liaison Officer (Housing Ass)	£19k	£24,646	25% above
Contracts Manager	£45 - £48k	£47,655	Nil
Civil Engineering Foreman (Yorkshire Water)	£28 - £35k	£27,849	Nil
Quantity Surveyor	£35 - £42k	£34,549	Nil
Streetworks Supervisor (Sheffield)	£25 - £28k	£27,849	Nil
Senior Mechanical Engineer	£35 - £42k	£34,549	Nil
CPCS Driver	£19k	£19,126	Nil
Quantity Surveyor (Ground Works)	£25 - £40k	£30,851	Nil
Labourer	£13.5k	£13,589	Nil
Electric Project Engineer	£27 - £29k	£27,849	Nil
Domiciliary Care Manager	£26 - £30k	£34,549	15% above
Communications Officer	£18 - £21k	£21,519	Nil
HR Advisor	£30k	£30,851	Nil
HR Advisor	£30 - £35k	£34,549	Nil
Horticultural Technician	£12k	£15,444	25% above
Print Finishing Technician	£13.5 - £14.5k	£15,444	7% above
Electrician	£25 - £27k	£27,849	Nil
Financial Controller	£35 - £40k	£41,616	Nil
Java Software Developer	£22 - £30k	£30,851	Nil
Class 2 HIAB	£16k	£16,830	Nil
Customer Service Advisor	£12.5k	£16,830	35% above
Night Care Assistant (SAGA)	£12k	£16,830	40% above
Management Accountant	£35 - £38k	£38,042	Nil
Commercial Accountant	£39k	£38,042	Nil
Domiciliary Care Co-ordinator	£17.5k	£19,126	10% above
Facilities Manager	£25 - £30k	£30,851	Nil
Procurement/Purchasing Officer	£24.5 - £30.5k	£30,851	Nil
Billing Clerk	£14 - £15.5k	£16,830	8% above
PA to Senior Management Team	£25 - £27k	£27,849	Nil
Conveyance Solicitor	£25 - £30k	£38,042	25% above
HR Director (Sheffield)	£100k	£81,098	20% below
Director/Senior Manager (Leeds)	£100k	£81,098	20% below

Jobs within 5 mile travelling distance of Rotherham on Total Jobs website 20th September 2012

SITA Waste Management Pay Rates

Job Title	Hourly rate	RMBC Pay Hourly Rate	Difference
Refuse Loader	£7.56	£7.04	- £0.52
Refuse Driver	£8.19	£9.91	+ £1.72

ROTHERHAM BOROUGH COUNCIL

1.	Meeting:	Deputy Leader
2.	Date:	November 19th 2012
3.	Title:	Tablet Computing
4.	Directorate:	Resources

5. Summary

The purpose of this report is to seek approval for a trial of RMBC issued tablet computers as a potential alternative to RMBC issued laptops.

6. Recommendations

The Deputy Leader is asked to:

- **Support the proposed trial of tablet devices amongst Members.**

7. Proposals and Details

7.1 Background

The RMBC ICT Strategy (2011 to 2015) includes an increase in mobile working among RMBC Members and employees as one of its aims. The ICT Strategy capital budget includes provision for the purchase of tools to foster more agile working.

The Town Hall and Eric Manns buildings have a WiFi network throughout and all meeting rooms and stations in the Council Chamber have power and network points for laptops. This could facilitate use by Members and officers of IT for reviewing agenda papers electronically, as an alternative to using printed agenda packs which can be large and expensive to produce (e.g. for planning committee).

However, review of the possibilities for using electronic agenda packs has shown that one of the barriers is the weight and lack of portability of the Council's standard laptops. Whilst laptops are suitable for most computing functions they are relatively expensive and too heavy to be truly portable. Use of tablets is better in both these respects; they are cheaper and much lighter / more portable.

Previous concerns over data security have also now been eliminated by our recent adoption of a secure email app (Good for Enterprise) and thin client technologies.

7.2 Proposal

In view of the developments outlined above, it is now possible to offer tablets to Members. It is proposed that the offer is made on a trial basis initially, in order to test their suitability as laptop replacements and to judge their effectiveness in reducing our reliance on paper agenda packs. The trial would run until the end of March 2013 at which time a report will be presented to the Deputy Leader on the outcomes of the trial.

The exact make and model of tablets to be trialled is not yet known – one of the aims of the trial will be to help us identify the most suitable tablet for RMBC. It is proposed, therefore, that a variety of tablet types are tried.

There would be no requirement for Members to return their RMBC laptop whilst they are trying a tablet device but should the trial lead to a wider deployment then the proposal would be that Members and officers must choose between a tablet or laptop – it will not be possible financially to provide both.

7.3 Security

Many Members and officers already access RMBC systems from their personal tablets and smartphones using the secure Good app. This is the same solution as we will use for this trial – the only difference being that the tablets will be RMBC owned and issued rather than belonging to the individual. As with employee owned devices the RMBC issued tablets will not connect to RMBC's corporate data network – instead they will use the public RMBC WiFi which is available in several RMBC

buildings. They will also be able to connect to other public WiFi networks and the user's own WiFi at home.

It should be noted that it is not currently possible for RMBC ICT to control all parts of a tablet device. This is not the case for RMBC laptops – because our laptops use Microsoft Windows and are integrated with our Active Directory we are able to tightly control how the laptop is used and the software installed. Tablet devices work in a way which means that the only parts of the tablet which can be centrally controlled are:

1. Any system within the Good for Enterprise container – this currently includes email, calendar, contacts, web browsing, web based RMBC applications, the RMBC Intranet.
2. Any system delivered through a thin client window (under the Thin Client model the applications are installed on servers in our data centre and no processing is done on the end user's device, this gives much greater flexibility and choice as to the variety of devices that we can enable access from).

Any RMBC data which resides within the Good app or the thin client window is protected against loss and is remotely removed in the event of a device being lost or stolen. All other parts of the tablet are uncontrolled. As with BYOD, this does not pose a data security risk as it is not permitted for data to be transferred out of the Good app or the thin client window to other areas of the tablet.

Because the tablets will be RMBC owned and in order to comply with the Council's Information Security Policy we will need to take steps to limit the possibility of the user using the tablet's own browser (outside of Good) to visit inappropriate websites. Similarly we will need to minimise the risk of the user installing inappropriate apps, such as games, from the App Store or Market Place. We will implement configuration changes before issuing the device which will restrict some of this functionality. There are no such concerns when an individual is using a device that they own as they are at liberty to install games and browse sites as they see fit. As part of the trial we will continue to review the best options for securing tablets in order that our data remains safe whilst not impacting usability for Members.

7.4 Usability Considerations

Whilst all tablets can use the Good app, it should be noted that not all tablets are suitable for thin client. This is because thin client technology can only be used properly from devices and operating systems that allow for the use of a mouse or pointer. Devices which are interacted with solely via 'touch and swipe' technology cannot be used to access thin client systems. In practice this means that android tablets *can* use thin client as they can be connected to a mouse but iPads *can't* use thin client as they do not allow for the use of a mouse. This is not to say that iPads are not suitable for use by Members as it seems likely that the Good app will provide all the functionality required by Members. The lack of thin client would be more of an issue for officers who need to use business systems which are delivered via thin client – this being the case it seems that Android or Microsoft devices may be more suitable than iPads for officers.

8. Finance

The adoption of tablet computing by RMBC will result in savings to the Council in two areas:

- **Reduced cost of hardware** – tablet devices are significantly cheaper than laptops. The exact savings will depend on the type of devices purchased, but an iPad 2 (for example) will cost the Council approximately £330 per device – a saving of £300 when compared with the cost of a standard RMBC laptop.
- **Reduced cost of printing** – RMBC currently spends approximately £150,000 per year in printing agendas and minutes for Member meetings. If some Members begin using electronic agenda packs we will be able to make a saving on print costs. The exact savings will depend upon the number of Members ceasing to request a printed agenda pack.

9. Risks and Uncertainties

If we do not include tablet devices as an option for Members and officers we will be unable to offer Members the technology they prefer, achieve the efficiency savings described above or deliver the Council's ICT Strategy.

Despite the fact that tablets are cheaper than laptops, there is a tendency for iPads (or equivalent) to be seen as frivolous and not as serious business tools. We have previously received FOI requests asking how many iPads the Council owns – there is a risk that there will be further FOI requests along these lines and that this will lead to unwanted press attention.

10. Policy and Performance Agenda Implications

Policy and Performance issues are considered elsewhere in this report.

11. Background Papers and Consultation

- Deputy Leader Report – Bring Your Own Device (October 2012)
- RMBC ICT Strategy (2011 to 2015)
- Internal Audit Report (November 2010) – Access to RMBC email from Smartphones
- Internal Audit Report (July 2012) – Bring Your Own Device
- Internal Audit have been consulted on the security issues relating to RMBC owned tablet devices.

12. Contact Names:

Richard Copley, Corporate ICT Manager, Tel 54525
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Document is Restricted

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Deputy Leader's Meeting
2.	Date:	19th November 2012
3.	Title:	Resources Performance Report for 2012/13 - Quarter 2
4.	Directorate:	Resources

5. **Summary**

The Resources Directorate was formed in December 2011. Reports will be provided to the Deputy Leader on a quarterly basis to provide updates on performance and key priorities across the areas of:

- Commissioning, Policy and Performance
- Financial Services
- Human Resources and Payroll
- Internal audit and Asset Management
- Legal and Democratic Services

Where some areas will include standing items others will be reported on by exception as and when required.

6. **Recommendations**

The Deputy Leader is asked to note performance achieved against key priorities and indicators.

7. **Proposals and Details**

Work continues to review services and embed planning processes and priorities within the Directorate. A series of benchmarking reviews were recently undertaken to assess the value for money that Resources services provide when comparing with comparable public and/or private sector benchmarking information. The reviews were carried out in conjunction with critical friend Directors who provided valuable challenge and support to the Service Managers and the key findings will be presented to the Deputy Leader at a number of pre-arranged briefings.

8. Service Performance

8.1 Commissioning, Policy and Performance

8.1.1 Procurement

Performance

	Achieved in July	Achieved in August	Achieved in September	Year to Date
Payment of undisputed invoices within 30 days (Former BVPI8)	99.85%	99.82%	99.94%	99.84%
Procurement Cashable Savings (exc HRA)	£300,348.76	£171,314.90	£217,648.25	£1,531,430.83

New Initiatives

- YORtender contract awarded to Due North for the region
- Children's book gifting service contracted to Dollywood Foundation

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

- Learning & Development framework – All four authorities in the sub-region are now committed to this project, the scoping has been completed by Rotherham the lead authority and the final draft indicative tender has been circulated to the initiative team and other authorities for comment. Further discussions are taking place with York CC who have now shown interest in joining the tender process.
- Chartered Institute of Purchasing and Supply (CIPS) – Regional, Rotherham MBC is leading on this contract; the final specification has been circulated across 23 authorities for comment with a view to advertising at the beginning of November.
- Bailiff and debt collection services contract – Rotherham MBC now have a contract in place for 4 years for the provision of Bailiff Services. Historically, Rotherham MBC engaged Bailiff Service's on a preferred provider SLA basis, however following Procurement and RMBC's Legal advice a decision was taken to tender this business. Currently, providers on the framework are preparing to sign a Deed of Variation which will allow other LA's to call off from the Rotherham let agreement. Chelmsford Council's legal team have been in discussion with Rotherham MBC's legal team and final preparations are being made for them to call off the agreement.
- Supplier Contract Management System (SCMS) for the Region – SCMS is the e-tendering module utilised across the Region, with Rotherham MBC playing a key role in the project group representing the other 23 Local Authorities. A contract award was made to Due North in September 2012 and the system will be known as YORtender. The central Procurement Service will manage the

mobilisation and roll-out across Rotherham MBC which will commence towards the end of this year, as was done successfully with the existing SCMS model. YORprocure have now had an in-depth demonstration of the YORtender system and it's capabilities for the region. Riverside House has been selected to host the YORtender training for all the regional authorities which commenced in October and is ongoing. Training will be rolled out to key users within Rotherham MBC commencing mid November onwards.

- Advertising framework – Rotherham MBC is leading on this procurement project across the region, scoping currently taking place

8.1.2 Commissioning

Below are priorities achieved by the commissioning team during the quarter.

- Risk Matrix template established and updated monthly for Care Homes– highlighting safeguarding concerns and service viability issues.
- Full Contracts Register online ready for Right to Challenge.
- Work by Supporting People Programme to identify funding and resources for Welfare Reform and to realign priorities to 11 Communities of Interest.
- Extra Care Housing Steering Group established by SP Programme to seek opportunities for future provision.
- Rush House Direct Access provision launched for 16-21 year olds by SP Programme.
- Intensive Housing Management Scheme introduced by Johnnie Johnson SP Provider – saving £70K.
- Home from Home Programme re-launched with Care Homes with new outcomes toolkit and new website access.
- Domiciliary Care Framework established with 14 providers saving £655K/annum for 1200 people – broadening the range of tasks and activities available for customers.
- Intermediate Care / Community OT services / Integrated Community Equipment Services commissioned in partnership with NHSR over-achieving target performance and delivering expected savings.
- Negotiation with Care Home Sector to agree acceptable fee level for 2013/14 and to work with sector to realign service provision.
- Contract Management Activity since April 2012:

Contracting Concerns	231 Domiciliary Care Concerns: 160 substantiated and 47 still open 238 Care Homes concerns: 190 substantiated and 85 still open
Contract Default Notices	2 Domiciliary Care 6 Care Homes
Suspension of Service	3 Domiciliary Care (all lifted) 7 Care Homes (2 lifted)

- On target to review all current Adult Social Care VCS and community services contracts (50+) and to achieve efficiencies by personalising services.
- Framework established for Independent Fostering Agencies for standard placements for LAC releasing 80K this financial year with 6 providers

- Commissioning of Healthwatch Rotherham progressing to evaluation and awarding of contract
- Commissioning of a preferred Partner (FCA) for step down placements for LAC
- Achievement of 467K cost avoidance via Multi agency support panel (MASP) for LAC (12/13)
- Achievement of 98K from individual negotiations of every placement for a LAC (12/13)
- Cost savings of 167.4K from negotiating down placement costs of Castlecare
- Renegotiation with VCS resulting in 8K
- Review and recommissioning of Contact with VCS saving 131K
- New Aiming High for Disabled Children statement drafted for agreement
- Portfolio of services for schools reviewed and new model being developed
- Progressing sub regional commissioning for Youth Justice service
- Early intervention Grant (EIG) spend being reviewed against national reduction of 21% of grant
- Habershon and Crowden outdoor education facilities being reviewed and marketing strategies being developed to increase usage and income
- Connect to Support (CtS) at usability and testing phase

8.1.3 Performance and Quality

Ofsted Inspection

The Ofsted inspection in July 2012 recognised the series of improvements we have made and have graded our child protection services as “adequate”. P&Q officers were crucial to the smooth running and co-ordination of the inspection as well as being recognised for the development and ongoing implementation of a robust performance management framework across the Childrens safeguarding service.

Customer Experience

Customer voice and influence on the services they receive and the “the journey of the child” are central to the regulation of Children and Young People’s Services. With this in mind during September/October the P&Q team met with 14 Service Managers across CYPS to discuss the characteristics of their existing customer groups, access channels (including information on the website) and review how they currently gain customer feedback ensuring the voice of the child, parent/carers (whole family) is listened to and acted upon. P&Q officers will be working directly with services to ensure findings from the review are being followed up and improvements implemented.

Corporate Improvement

Performance and Quality are involved in a number of transformational projects across the Council which include:

- Customer access including channel shift, streamlining processes and improving standards for customers
- Grounds Maintenance and Street Cleansing and the Library service reviews

- Business process re-engineering in adult social care services such as Day Care, Adaptations, Safeguarding Adults and Care Enabling
- Improving our performance on tackling anti-social behaviour and admissions to residential homes.

Performance Management

- 84% of NAS performance measures are on track to meet stretched targets this financial year. All performance indicators have improved from last year.
- 88% of EDS measures in support of Council priorities currently indicate good levels of performance. Resources support is focused on addressing performance areas currently at risk in particular Street Cleansing and Grounds Maintenance.

Complaints

Improvements continue with regard to handling customer complaints during 2012-13 with the reduction of complaints continuing.

Main issues in the Directorates from complaints this year;

EDS

Streetpride - grass cutting, street litter

NAS

Housing - Repair issues - disrepair, damp, programmed works, driveways and communal areas

Estate management - ASB, Housing contact centre service delivery.

Adult Services - Changes to care packages, quality of assessments

CYPS - communication / customer care issues in social work teams

Resources - customer care issues, misadvice.

8.1.4 Communications and Marketing

Closer working across the professional disciplines brought together in the council wide function continued to deliver service improvements. In response to the consultation on the recently-completed service review, discussions were held to determine how further improvements could be made in delivering specific services to meet the needs of individual directorates.

In Quarter 2, major events continued to dominate the work of the team, with strong support from the media and marketing teams. Following the town centre Jubilee street party and the Olympic torch relay at the end of June, the focus shifted to a Royal garden party to mark the official opening of refurbishments in Clifton Park and another successful Rotherham Show – both of which were attended by a number of international visitors.

Among the major service projects for which communications and marketing plans were developed and implemented were the library review consultation and the multi-agency welfare reform strategy.

Work is continuing to identify how further efficiencies can be generated through the former RBT design studio and the council's Visitor Centre function.

8.1.5 Policy and Partnerships

The Partnership Summit took place in September. Around 100 people from the public, private and VCS attended. The focus of the summit was to look at ways of working together to address barriers to work. From this a 6 week and 6 month action plan has been prepared and will be taken through the LSP Chief Officer Group and Partnership Board for implantation and monitoring.

The welfare reform continues to be the key driver of workstreams for the team. We have in place a number of task groups addressing the critical issues of the welfare changes and putting in place a number of mitigating actions to support people and organisations through these changes. Leaflets on the changes and how to get support continue to prove popular. Over 21,000 have now gone out across the borough. From a workforce development perspective, workshop sessions to NAS&CYPS leadership sessions as well VCS providers have taken place during October and a Member's seminar is scheduled for November.

The Carers Strategy is out for consultation and events have been taking place in the town.

The ERDF funding proposal is now out 2014-20 structural funds + other EU funding programmes. A report will be presented to cabinet on Wednesday 7th Nov.

8.1.6 Community Engagement

Work in engaging with more diverse communities has been a key feature. The team is increasingly taking the role in diffusing community tensions before they escalate and coordinating interventions across multi-agency partnerships. Rotherham should pride itself that there have not been any adverse community tensions or riots as seen in other town and cities across the country. This is arguably down to the close working with a range of communities, such as the mosque liaison group and work surrounding the anti-islamic film made. There have also been considerable recent community concerns amongst the Slovakian community in perceiving that UK authorities were snatching their children. These concerns were minimised through the holding of a public forum held within hours of the issues being identified.

8.2 **Financial Services**

8.2.1 Council Tax

Council Tax Collection (<i>higher performance is better</i>)		
YTD (% at September 12)	YTD (% at September 11)	Difference
55.28%	55.8%	0.52% down

Council Tax Collection – Recovery Procedures		
Documents Issued	At April 2012	At April 2011
Reminders	21,027	24,533
Summonses	6,792	7,137
Liability Orders	5,159	5,159

Average no. of days taken to action a council tax change of circumstance <i>(lower performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
12.62 days	9.34 days	3.28 days up

No. of Council Tax Liability Orders referred to the bailiff YTD	2,372
Council Tax Direct Debit Payers (% as at September 12)	71.68%

8.2.2 NNDR

NNDR Collection (<i>higher performance is better</i>)		
YTD (% at September 12)	YTD (% at September 11)	Difference
58.3%	58.95%	0.65% down

NNDR Collection – Recovery Procedures		
Documents Issued	At April 2012	At April 2011
Reminders	2,256	2,504
Summonses	682	756
Liability Orders	392	376

No. of Business Rates Liability Orders referred to the bailiff YTD	160
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8.2.3 Revenues & Payments

Residential visits offered in 7 calendar days <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
95%	85%	10% up

Non Residential visits offered in 7 calendar days <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
95%	83%	12% up

Non Residential service user informed of charge at time of visit <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
91%	88%	3% up

8.2.4 Benefits Assessment

Time taken to process New HB/CTB claims <i>(lower performance is better)</i>		
YTD (days at September 12)	YTD (days at September 11)	Difference
24.71	24.02	0.69 days up

Time taken to process HB/CTB changes <i>(lower performance is better)</i>		
YTD (days at September 12)	YTD (days at September 11)	Difference
9.46	10.07	0.61 days down

New benefit claims decided within 14 days of receipt of all necessary information <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
90.02	95.05	5.03% down

Housing Benefit Overpayment Collection <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
39.99%	36.03%	3.96% up

8.2.5 Revenues & Benefits

Percentage of telephone calls abandoned <i>(lower performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
1.1%	1.41%	0.31% down

Percentage of telephone calls answered within 21 seconds <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
94.78%	94.51%	0.27% up

8.2.6 Sundry Accounts

	2012-13	2011-12
No. of invoices raised in Qtr 2	5,122	5,622
Value of invoice raised in Qtr 2	£11,932,492	£22,474,206

	2012-13 (YTD – Sept 12)	2011-12 (YTD – Sept 11)
No. of invoices raised on the Sundry Accounts System	12,638	12,853
Value of invoices raised on the Sundry Accounts System	£24,391,649	£39,708,177
% of invoices raised and collected	77.5%	70.7%

The main rolling indicator of collection performance is the DRO or Days Revenue Outstanding which gives an estimated average number of days an invoice remains outstanding. A figure under 60 days is considered excellent for local authority sundry accounts. A good performance in the private sector would be one under 40 days.

	As at end July	As at end August	As at end September
Days of Revenue Outstanding	52.0 days	52.4 days	54.0 days
Balance of outstanding debt	£13,041,068	£8,665,592	£7,394,542

8.3 Human Resources

8.3.1 Key Performance Measures

	Jul 12	Aug 12	Sep 12
Accuracy of contracts	100%	100%	100%
Accuracy of Pay	99.84%	99.92%	99.64%
Percentage of enquiries resolved by first line HR advisors	99.82%	99.05%	99.64%

8.3.2 Completed Projects

- Voluntary severance approvals work ongoing
- Doncaster Council TUPE transferred employees joined the HR Service Centre from April re-locating to Riverside House on Monday 2 April.
- Changes were made to the Payroll system to account for the new tiered bandings for Teacher's Pension. Adjustments had to be made to payments for March that were paid during April to ensure the correct contribution rate was applied.
- Reached a negotiated position with Trade Unions on further postponement of increments as a basis on which they could consult with their membership
- Meetings with Barnsley & Doncaster Councils to progress a shared training contract framework, now ready to be implemented.
- Work with health in preparation for public health co-location and formal transfer
- Presentation delivered to SLT Away Day on Changing Shape of the Council
- IIP Gold standard position statement agreed with external assessor
- Members pilot group agreed approach to Members skills profile
- Employee Survey made available to all employees for completion
- Further manager training sessions on PSe, in Doncaster
- Draft report submitted to Richard Copley for ICT Strategy Board proposing an upgrade to the Albany Allbacs software to allow for a commercial BACS Bureau.
- HR self service portal live for managers and employees in the first 2 directorates of DMBC to be migrated to Rotherham.
- The first 2 of 4 directorates in DMBC has now been fully migrated to RMBC systems with one full pay run completed. The second full pay run will take place 15th November.

8.3.2 Current/Upcoming Projects

- Organisation of further Rapid response sessions for leavers
- New e-learning being authored: maternity guidance, internet editing
- Changes to person profiles to eliminate repetition
- Completion of revisions to recruitment & selection guidance for internal appointments
- Introduction of additional distance learning level 2 programmes
- Complete Members learning site before referring back to Members pilot in November.
- Prospects employees (Connexions Service) establishment set up required to ensure employee records can be set up for payment in October.
- Continue DMBC HR Shared Service migration project
- SYPA Forum – review of changes to pension regulations as a pre-cursor to auto-enrolment.
- Auto-enrolment toolkit letters and registration
- Doncaster Academies to set up in DMBC PSe live
- Support first moves of DMBC staff into their new building
- Conclude review of disciplinary and pay protection policies as part of HR policy review exercise
- Prepare Unite articles to promote apprenticeships and work placements
- Hold further employee benefits promotional event

8.4 **Internal Audit and Asset Management**

8.4.1 ICT

Data Centre Migration and Civic Decommissioning

All remaining ICT equipment has now been re-housed, or decommissioned from Civic building. The majority of network lines were relocated in early October. Several key connections have been successfully moved in recent weeks including the Corporate and School's Internet links. This leaves a small number of remaining links to migrate – these are all on target to be completed before the end of November.

This Civic decommissioning work has led to a small amount of unplanned downtime but this was fixed quickly and within the agreed SLA.

MyIT - Automated Password Reset

In response to requests from our customers we have implemented a new self-service password reset tool. This will allow you to reset your RMBC computer password 24 hours a day, seven days a week – it is no longer necessary to wait until the ICT Service Desk opens; this is important as more employees are working at weekends and in the evenings.

More functionality will be added to the MyIT self-service tool as we progress through the year and we are hopeful that we can enhance the customer experience whilst reducing the dependence upon Service Desk and encouraging more self service

8.5 Legal & Democratic Services

8.5.1 Legal Services

Legal Services has recently retained the Law society's Practice Management standard LEXCEL. LEXCEL is written specifically for the legal profession, it allows any type and size of practice to measure itself against a prestigious national standard of practice management. LEXCEL sets 55 requirements in the areas of Structures and Policies, Marketing, Financial Management, Facilities and IT, People Management, Supervision and Operational Risk, Client Care and File and Case Management. Legal Services were inspected against the LEXCEL practice management quality mark over three days in July and were found to be fully compliant.

8.5.2 Electoral Services

The Elections and Electoral Services Unit are currently preparing for the Police and Crime Commissioner election and have completed the annual electoral registration canvass and met the required early publication date for the revised registers of 16 October. The service is also beginning to consider what changes will be necessary for the implementation of Individual Electoral Registration during 2013 - 2015.

8.5.3 Information Governance

The transfer of records from Norfolk House, Civic Building, Doncaster Gate, Reresby House etc. to the records centre is complete. Some 14,000 boxes have been transferred. In addition the Access to Information Team have co-ordinated responses to 904 FOI requests and 61 subject access requests (where individuals access their own records, generally social care files), as well as ensuring compliance with the Data Protection Act and the required information security standards.

9. Complaints

There were 171 complaints received across the Council during 2012-13 – Quarter 2.

The following resources complaints were closed during September 2012:

Description	Lessons Learnt	Service	Status	Time Taken
Being charged council tax when property is unoccupied and unfurnished.	None RMBC made charges following legislation. Recovery action has been put on hold to give the customer time to arrange payment of any outstanding council tax.	Local Taxation	Not Upheld	10 days

Description	Lessons Learnt	Service	Status	Time Taken
Housing benefit claim delayed. Customer would like benefits to be backdated.	None RMBC acted in accordance with legislation; however benefits will be back dated due to particular circumstances.	Benefit Assessment	Not Upheld	2 days
Regarding Northgate, the third party company carrying out a review on our behalf and contact to their office. Didn't receive call back which was promised.	RMBC reviewed the service provided by Northgate. Northgate managers have reminded all their staff of the importance of taking care in all aspects of their work.	Local Taxation	Upheld	1 day

10. **Finance**

There are no direct financial implications arising from this report.

11. **Risks and Uncertainties**

We proactively manage risks to prevent negative impacts on performance against delivery of services and any associated key performance indicators.

12. **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.

13. **Background Papers and Cosultation**

None.

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