CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION

Venue: Town Hall, Moorgate Street, Rotherham.

Date: Monday, 22 May 2006

Time: 11.30 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. Apologies for Absence.

4. Minutes of the previous meeting, held on 20th April, 2006 (copy attached) (Pages 1 - 3)
   To consider the minutes of the last meeting and update any matters arising

5. Customer Services - Incorporating People and Service First Review (report attached) (Pages 4 - 15)
   To consider the attached report of the Executive Director of Corporate Services

6. Performance Indicators - Year End Performance Report (copy attached) (Pages 16 - 35)
   To consider the attached report of the Executive Director of Corporate Services

7. RBT Performance Update (report attached) (Pages 36 - 48)
   To consider the attached report of the Chief Executive, RBT

8. Implementation of the Interactive Voice Response (IVR) to the Contact Centre (report attached) (Pages 49 - 50)
   To consider the attached report of the Chief Executive, RBT

9. Minutes of the meeting of the Procurement Panel (copy attached) (Pages 51 - 54)
   To consider the minutes of the meeting of the Procurement Panel held on 8th May, 2006

10. Minutes of the meeting of the E Government Programme Board (copy attached) (Pages 55 - 60)
    To consider the minutes of the meeting of the E Government Programme

Board held on 29th March, 2006

11. Appointments to External Organisations and to Groups/Panels etc. 2006/2007
To consider the following appointments (the current membership is listed):-

(1) Local Government Association – Rural Commission
Appointment of one substitute Member:- (currently Councillor Burke)

(nb: Councillors Hodgkiss and Wyatt are the Council's appointed representatives)

(2) E Government Board
Cabinet Member and Advisers for Customer Services and Innovation

(3) Data Protection and Information Group
Councillor Hodgkiss

(4) Fair Trade Group
Councillor Wyatt (Chair); Councillor Jack

(5) Procurement Panel
Councillor Wyatt (Chair)
Councillor Smith, Cabinet Member for Economic Regeneration and Development
Councillor Stonebridge, Chair, Performance and Scrutiny Overview Committee

12. Liaison with RBT
To consider any questions received from Elected Members

For Information:-

Date, Time and Venue for the next meeting:-

Date of Next Meeting:-
Monday, 12 June 2006

1FCABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION - 20/04/06

CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION
Thursday, 20th April, 2006

Present:- Councillor Wyatt (in the Chair); Councillors Burke and Jackson.

Apologies for absence:- apologies were received from Hodgkiss.

74. MINUTES OF THE PREVIOUS MEETING, HELD ON 13TH MARCH, 2006

Consideration was given to the minutes of the previous meeting, held on 13th March, 2006.

Resolved:- That the minutes of the meeting held on 13th March, 2006, be approved as a correct record.

75. RBT PERFORMANCE UPDATE

The Chief Executive, RBT, submitted a report on the progress and performance of RBT for the quarter from December, 2005 to February, 2006, highlighting:-

- customer-service-centre programme well underway with the town-centre CSC already open and the Swinton CSC due to open during June, 2006;

- there had been a successful six weeks' pilot of the Interactive Voice Response system and software; feedback from customers had been very positive; it was agreed that the system should remain in operation for the time being;

- the Council had achieved Fair Trade accreditation;

- Beacon status had been awarded for the Council's procurement service;

- national award winner 2005 in the Guardian public service awards for the flexible/home-working initiative.

The report included the Service overview for:-

- Customer Services/Public Access
- HR and Payroll
- ICT
- Procurement
- Revenues and Benefits
- Progress against Corporate Initiatives
    - Equalities
    - Investors in People
    - Consultation/Complaints

▪ Audit Updates
▪ Schools (appointment of Schools Account Manager)

Details were also provided of the Service Level Agreement underperformance during the period December, 2005 to February, 2006.

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

(2) That reports be submitted to the next meeting in respect of (i) the services provided by RBT to schools; (ii) the management of risk by RBT and (iii) the evaluation of the pilot of the Interactive Voice Response system and software.

76.   CORPORATE SERVICES RISK REGISTER - END OF YEAR REPORT

Consideration was given to a report by the Executive Director, Corporate Services, relating to the above.

The end of year report highlighted the major risks in Corporate Services and the actions being taken to mitigate those risks. The report addressed Cabinet Member responsibilities to ensure that programme areas were managing business risks thoroughly and appropriately.

Resolved:- (1) That the information be noted.

(2) That the progress made in implementing risk management actions be noted.

(3) That the impact of mitigating actions be noted.

(4) That progress reports be submitted on a quarterly basis.

77.   MINUTES OF THE MEETING OF THE PROCUREMENT PANEL

Consideration was given to the minutes of the meeting of the Procurement Panel, held on 27th March, 2006.

Resolved:- That the contents of the minutes be noted.

78.   MINUTES OF MEETINGS OF THE COMMUNICATIONS AND MARKETING GROUP

Consideration was given to the minutes of the meetings of the Communications and Marketing Group, held on 26th January, 2006 and 16th February, 2006.

Resolved:- (1) That the contents of the minutes be noted.

(2) That the involvement of the BBC Television staff in the Rotherham town centre Big Screen project be noted.

79. **DIGITAL CHALLENGE**

Consideration was given to a report of the Executive Director of Corporate Services concerning Digital Challenge, the Central Government competition initiative with the objective of creating a digitally enabled society and combating the digital divide within communities. The report contained information about the current position of the joint South Yorkshire Digital Challenge bid and sought agreement for Rotherham's participation in the project.

The initial bids had to be submitted by 28th April 2006, when two bids would be selected from each of the nine English regions. Subsequently, a national short-listing process would select ten of these eighteen bids. Each of the ten short-listed bids would receive £200,000 funding to work with partners to further develop their proposals, which had to be submitted by the end of December, 2006. The national Digital Challenge winner, to be announced early in 2007, would receive £7 millions, largely in the form of consultancy and development resources from leading technology industry partners, to further develop and implement their digital vision and proposals.

The South Yorkshire Local Authority Leaders and Chief Executives had agreed that it would be appropriate for a South Yorkshire sub-regional bid to be submitted, rather than separate bids from individual local authorities in the sub-region. A project team had been established, led by officers from Sheffield and Barnsley, to work with consultants to develop the initial bid.

Resolved:- (1) That the report be received and the current position concerning the Digital Challenge competition initiative be noted.

(2) That support be given for this Council's involvement in the joint South Yorkshire bid.

(3) That the village of Ravenfield be suggested as the pilot community for early deployment of Digital Hit Squads and the Digital Directory in Rotherham, in the event of the bid being short-listed.

(4) That the Councillors representing Ward 14 (Silverwood) be informed accordingly.

80. **LIAISON WITH RBT**

There were no issues raised by Elected Members.

Agenda Item 5

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	Meeting:	Cabinet Member for Customer Services and Innovation, and Advisers
2.	Date:	**22nd May 2006**
3.	Title:	**Customer Services, incorporating People & Service 1st Review**
4.	Programme Area:	**Corporate Services**

5. Summary

This report seeks to detail the outcome of the People & Service 1st Review, whilst also providing an update on the progress of the introduction of a Corporate Complaints system and the current situation regarding Surgery Connect.

The objective of the People & Service 1st review was to produce a Corporate Customer Charter based on a revised set of customer service standards, with the intention that these will be adopted council wide, in line with the aims of the customer access strategy and the recommendations of the Access to Services inspection.

6. Recommendations

- **Note the contents of this report**

- **Support the implementation of the revised customer service standards across the Authority**

- **Approve the draft charter for display at all customer reception points across the Authority**

7. Proposals and Details

7.1 Background to the People & Service 1st Review

The vision of the Council's Customer Access Strategy is to develop a customer focussed approach, ensuring that the customer is at the centre of all activity. One of the means by which this may be achieved is to build upon People & Service 1st; to develop and communicate a set of council-wide measurable performance standards for customer service.

The outcome of the Access to Services inspection resulted in the development of an action plan to address the recommendations.
One of these recommendations was based on concerns raised by the inspectors around the range of customer care service standards that exist in individual service areas and the lack of corporate service standards and SMART targets.

The review of the People & Service 1st Customer Care Service Standards was initiated to address the above requirements. It has been undertaken on behalf of the Customer Services Programme by Neighbourhood services in order to utilise the experience already held "in-house". Within the last three years Neighbourhoods and 2010 Rotherham Ltd have received both internal and external recognition, resulting in the award of Charter Mark for delivering excellence in customer care.

7.2 Conducting the Review

Neighbourhoods undertook the review during the period January to March 2006, and paramount in this review was the customer and their expectations. It is their views which have heavily influenced the outcome.

The review considered the levels of quality and speed of responses that customers would expect from council services and encompassed two main objectives,

- Review the People & Service 1st customer care principles and highlight any other customer care related issues that may require addressing

- Recommend a draft set of customer care standards, based on best practice principles and consultation outcomes

Consultation was carried out with customers, partners and staff to review and set customer care standards, using questionnaires and good practice forms. The review also took into account how we could learn from other Local Authorities and private organisations by benchmarking our standards against their published standards.

Consultation was carried out in two phases:

Phase 1 – Use of telephone and postal questionnaires to customers, staff and partners which was designed to establish the minimum expectations around

access, speeds of responses and levels of quality. Consultation also took place with the Complaints Officers across the Council via the Corporate Complaints Forum, where improvements to the current policies and procedures were discussed. Exit polls and mystery shopping also took place at various Customer Access points around the Borough.

Phase 2 – A focus group for all customers and staff of the Council was held to review the minimum expectations gathered during phase 1. This also provided a forum for receiving feedback on current working practices, establishing customer priorities in more depth whilst at the same time exploring what improvements the customer would like to see developed.

The range of customers consulted throughout the review is included at Appendix 1.

The review also carried out benchmarking of customer care standards and performance with excellent Authorities and public and private organisations, to identify how we can enhance customer services by adopting some of their good practice.

The review utilised the findings of a study commissioned by ODPM which consulted 38 Local Authorities to develop a set of National e-Service Delivery Standards (NeSDS) to produce a best practice framework for delivering excellent Local Authority customer service. The findings of this study have been taken into consideration when setting the draft customer care service standards.

7.3   Findings from the Review

The main findings from the review of current customer care principles concluded that:

- Standards introduced in 2001 have not been subject to annual revision and have subsequently become outdated. This has resulted in differing levels of understanding amongst management and staff, ownership and customer awareness around the content and the overall concept of "People & Service 1st". Taking this into account, customer care principles require revising to be brought into line with the evolution of technology and modernisation of the Council and the changing expectation of the communities and individuals within Rotherham.

- Not all current service standards are SMART and do not provide the customer with a clear indication of the level of service they should expect, leading to difficulties in measurement and performance.

- A "Learning from Customer" culture is not fully evident. Not all Programme Areas use customers to monitor and review services.

- There is a lack of information for customers in reception areas regarding customer care, along with limited performance information being displayed.

- Customers highlighted inconsistencies in the approaches to working practices when delivering customer service standards depending on the access channel adopted. This raises issues around awareness of customer care standards and customer care training.

- Customers were confused as to how to compliment or make suggestions about Council services. Complaint forms were being used as a means of commenting or suggesting improvements for services.

- Findings from the Corporate Complaints Officer forum suggest that a centralised complaint handling process is required to administer, track and learn from our customers experiences, in order to demonstrate continuous improvement.

Consultation findings and the high return rate of questionnaires (approx. 800 out of 1500 issued) strengthened the need to ensure key customer service standards are set in areas that customers have highlighted as a priority and that targets are set to ensure performance against these is measured.

A draft set of revised customer care service standards, based on the findings of the review, is included at Appendix 2. These service standards are intended to be generic across the Council, however it will be necessary to see how key service specific standards can work within these, and where necessary be communicated separately.

7.4   Recommendations from the Review

7.4.1 Customer Care Service Standards

- Adopt SMART Corporate customer service standards and promote these through the development of a Council Customer Care Charter. Ensure these standards are embedded across the Authority and are reviewed annually.

- For those services that have statutory or legislative standards, ensure that these are measurable and communicated accordingly to customers.

7.4.2 Customer Care Performance Management Framework

- Develop measurable key performance indicators for customer care that are monitored monthly and actual performance published.

- Adopt a "Learning from Customers" culture across the Organisation and implement improvements through listening and learning from customers experiences of accessing services.

- Set up a Corporate "Customers First" staff group to carry out internal reality check monitoring and to co-ordinate individual Programme Areas learning from customers outcomes.

- Develop a Council-wide Customer Inspection Service to regularly test and monitor performance against service standards by undertaking a range of mystery shopping exercises on a monthly basis.

7.4.3 Customer Care Policy

- Replace the "People and Service 1st" policy with a revised policy which focuses on "Customer First". Re-launch this policy with the emphasis on embedding these principles across the Council and ensuring customer awareness.

- Implement customer care training programmes aligned to achieving formal customer service qualifications for all levels of staff to ensure standard customer care skills are developed and good practice is shared.

These recommendations need to be built into a corporate improvement action plan for implementation over the next six months, with the intention of achieving the Charter mark award for delivering customer excellence.

The recommendations and draft standards developed as a result of the People & Service 1st Review have already been validated by the Charter Mark Assessor at EMQC who was very complimentary of the work undertaken during this review and its recommendations.

7.5 Update on Corporate Complaints System

Based on previous reports to CMT and Cabinet, a single complaints system for the Council is currently being developed. Ultimately this system will be incorporated into the Council's CRM system (Siebel). However, due to the time involved in developing Siebel and in order to ensure proper consideration of Programme Area requirements, it has been necessary to implement an interim solution to ensure that the Council's relationship with the customer is not compromised in the short term.

This interim solution (called C3 – **C**omments, **C**ompliments and **C**omplaints) is based around a corporate database and will:

- Record customer comments, compliments and complaints for all Programme Areas, allocating a unique reference number to each
- Calculate the number of days remaining until the various deadlines and issue the relevant complaint officer with a reminder
- Be capable of being manipulated on a range of data to produce useful management information as required
- Generate a spreadsheet containing statistics which can be presented to CMT (number of complaints, type and by Programme Area)

The aim is to implement this system and train Programme Area complaint officers on its use by 25th May 2006.

The development of a corporate procedure goes further than the introduction of a computer system, and it is therefore also intended to:

- Implement a combined "Complaint, Compliment and Comment" form for use by customers (either in writing, in person or using technology), which will incorporate one single freepost address (Civic Building) to which forms or letters should be returned.

- Display the revised forms at all customer reception points throughout the authority and communicate their availability to customers.

- Appoint a corporate complaints administrator, thereby providing a single point of contact for complaints, comments or compliments, who will have responsibility for administering and updating the new C3 system, issuing acknowledgement letters to customers whilst also tracking the progress of complaints and co-ordinating responses from all Programme Areas. This will require close liaison with existing Programme Area Complaints Officers.
  The corporate complaints administrator will also co-ordinate customer comments and suggestions to ensure that any resulting actions or service improvements are monitored and reported against.

  This single point of access and control will reduce the risk of forms or letters being lost as they track across programme areas, and should ensure that best practice is shared across the Council.
  It is intended that this post will be located within RBT - Rotherham Connect, as the main customer facing section of the Council.

7.6   Update on Councillors' Surgeries – Surgery Connect

Over time there has been criticism of the efficiency of the system that existed and particularly the lack of response from Programme Areas in dealing with surgery enquiries.

As a result of these criticisms a revised more efficient computer system was introduced during March 2005, funded by R.B.T., with the ability to provide all the necessary information on a timely basis and thereby improving performance. This system was developed in consultation with a joint working party of officers and Members and was trialled before going live, with extensive training and support being provided. It is therefore regrettable that despite the huge input from Members and staff, this new system has not proved successful and has lost the confidence of most Councillors. The main issue for Members is that the template is not user friendly; however, the system behind the template is being successfully used by all Programme Areas.

A revised proposal was approved by the E-Government Board in January 2006 and at the meetings of the Cabinet Member for Customer Services and Innovation and the Member Training Panel. This new system is as follows:-

- Councillors will no longer have to key in details onto the template.
- The revised system will enable Councillors to input their surgery details in a number of ways, choosing one to suit them. This can be achieved by:-

  - telephoning a dedicated "Surgery Connect" hotline in the Rotherham Connect Contact Centre.
  - e-mail to a dedicated "Surgery Connect" address in the Rotherham Connect Contact Centre (directly or via Town Hall support staff).
  - personal call at a customer service centre.

Surgery request details received through any of these channels will be entered into the Surgery Connect system by customer service advisors in the Rotherham Connect Contact Centre or customer service centres. Rotherham Connect staff will track actions taken by Programme Areas on surgery requests and keep Councillors and the complainant informed of progress. Similar to the C3 system above, regular reporting to CMT will be available.

The aim is to enable all Members of the Council to confidently use the Surgery Connect System by allowing a choice of preferred method, thereby providing a more efficient customer service to the public, whilst allowing monitoring of responses to be more easily viewed.

The Customer Services Centre staff are currently being trained with the intention of a "Surgery Connect" hotline number and e-mail address being in place by the end of May, 2006.

8. Finance

Any finance implications arising from the implementation of the revised customer service standards will need to be contained within existing Programme Area budgets.

The costs of developing and implementing the Corporate Complaint system, including the appointment of an administrator, and the costs of additional staff required to operate the telephone surgery connect helpline to be shared across all Programme Areas in line with the arrangements for funding the customer service programme. This will fall more heavily on programme areas should the capital programme for ICT not be implemented in full.

9. Risks and Uncertainties

The adoption of these standards across the Authority presents a challenging agenda, and there is the risk that these will not be fully embedded as part of the Council's culture. If the Council does not aim to achieve the service standards that its customers demand, there is a risk to the image and reputation of the Council as a customer focussed organisation.

10. Policy and Performance Agenda Implications

This report supports the implementation of the Customer Access Strategy and also the action plan associated with the Access to Services inspection, each of which has implications for CPA. Setting and achieving customer service standards should lead to increasing levels of customer satisfaction with Council services.

11. Background Papers and Consultation

- Customer Services: e-Service Delivery Standards (NeSDS) April 2006
- Access to Services Inspection Report – June 2005
- Customer Access Strategy 2005-07
- CMT - Corporate Complaints Report – 30 January 2006
- E-Gov Board – Councillors Surgeries System – 25 January 2006
- People and Service 1st review supporting papers – April 2006

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                Carol.mills@rotherham .gov.uk

APPENDIX 1

CUSTOMER CONSULTATION

During the review customers, and potential customers, were engaged through questionnaires, telephone surveys, exit polls and a focus group.
The range of customers consulted included:

Customers

- Community Involvement Groups
- Community Partnership Groups
- Parish Councils, Tenant Organisations and Area Assemblies
- Voluntary Organisations
- Local Businesses and Private Organisations
- Schools
- Customer Access points across the Borough
- "Learning From Customer" focus group

Staff

- Completion of on-line questionnaire
- Staff briefings
- "Learning from Customer" focus group
- Consultation with Corporate Complaints Officers
- Consultation with staff worker groups, including:

  Women's Network Group (WIN)
  Disabled Workers Group (DWG)
  Black Minority Ethnic Group (BME)
  Lesbian, Gay, Bisexual & Transgender (LGBT) Group
  Visually Impaired User Group
  Asylum Seekers Group

Trade Union

Consultation with the following unions was carried out via questionnaires and attendance at the "Learning from Customer" focus group,
- Unison
- GMB

Members

Briefings and questionnaires were presented to Cabinet Member for Customer Services and Innovation.

DRAFT CUSTOMER SERVICE STANDARDS

When you telephone us we will….

- Aim to answer your calls within 7 rings (Note 1)
- Greet customers with "Good morning/Afternoon, Department and staff name"
- Ensure calls are not transferred more than once from initial contact, unless at the request of the customer
- Reply to all phone messages within 1 working day

When you write to us we will….

- Acknowledge a fax, email or online request within 1 working day
- Acknowledge a formal written enquiry within 3 working days and provide a full written response within 10 working days. Where this is not possible, an extension to the timescale will be discussed with the customer. (Note 2)

When you want to provide feedback or complain we will….

- Acknowledge a complaint within 3 working days
- Provide a full written response within 10 working days (for some specific services this may not be possible, so it may be necessary to negotiate an extension with the customer)
- Ensure stage 2 complaints will receive a full written response within 25 days
- Ensure the stage 3 Complaints Review Panel meets within 20 working days
- Use feedback as a positive way of "learning from customers" and improving our services

When you ask for information we will….

- Respond to information requested in line with the Freedom of Information Act within 20 working days
- Provide clear and relevant information that is jargon free and in an easily understandable format
- Translate information into different community languages, in large print, Braille or on audio when requested by the customer

When you visit a Council building we will….

- Have clear and effective signs that direct customers to offices and receptions
- Provide reception areas that are clean and comfortable, with welcoming and courteous staff
- Ensure staff wear identification badges at all times
- Ensure that you wait no longer than 5 minutes for a pre-arranged appointment
- Constantly update notice boards and reception areas, publish performance against our service standards and changes made as a result of customer feedback
- Aim to provide private interview rooms and same gender interviews upon request.

Note 1 - This relates to approx. 20 seconds. Customers would like to see within 4 rings, however. The standard will need to be monitored across Programme Areas to assess reasonableness of it being reduced. Switchboard has a 30sec target presently and again will require monitoring.

Note 2 – Presently, Programme Areas do not acknowledge every piece of correspondence now and the resourcing implications will need to be assessed.

Rotherham Metropolitan Borough Council

Customer Charter

01709 XXXXXX   یہ اشاعت دیگر زبانوں اور صورتوں میں دستیاب ہے۔ معلومات کیلئے براہِ مہربانی راورھم کے اس نمبر پر فون کریں:

01709 XXXXXX   هذا المطبوع متوفر في اللغات والصيغ الأخرى. للمعلومات الرجاء الاتصال برذرهام

這份刊物可採用其他語文譯本及型式版本提供。查詢詳情請致電羅賽蘭   01709 XXXXXX

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Our Promise:

- We will greet you in a polite and friendly manner, you will recognise our staff from their identity badges

- We will attend to you promptly, apologising if we have kept you waiting

- We will provide you with clear, helpful information about our services, whilst providing good value for money.

- We will monitor your satisfaction and tell you how we are performing, using your views to make improvements

- We will treat everyone fairly, respecting your privacy, dignity and confidentiality and where necessary provide private interview rooms

- We will ensure that our staff are well trained, efficient and have the appropriate skills and experience in our services to meet your needs.

- We will provide information in other formats and languages.

How you can help us:

- Our staff appreciate and respect you the customer. In return please treat our staff with the same courtesy.

- We will not tolerate aggressive behaviour, bad language or racist, sexist and discriminatory comment.

Minimum Standards:

- We will answer enquiries professionally and courteously, committing to the following response times:

Answer Telephone	Within 7 rings *
Acknowledge E-mails/Fax/On line requests	Within 1 working day
Acknowledge letters	Within 3 working days
Provide full written response	Within 10 working days
Complaints	If possible sorted out on the spot
Complaints that cannot be sorted on the spot	Acknowledged within 3 working days, full reply within 10 working days (for some specific services this may not be possible and it may be necessary to negotiate an extension with the customer)
Pre-booked appointments	Maximum waiting time of 5 minutes

*Use of telephone answering machines and voicemail will be kept to an operational minimum. They will not be used because a facility is busy, only when staff are unavailable to take a call. If sufficient information has been recorded we will respond to messages left on answering machines and voicemail within **24 hours** of normal working.

We welcome and value your comments, complaints and suggestions about how we run our services, please ask for our leaflet.

| | ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS | |

1.	**Meeting:**	Customer Services & Innovation Cabinet Member
2.	**Date:**	22nd May 2006
3.	**Title:**	Year End Performance Report
4.	**Programme Area:**	Corporate Services

5. Summary

This is the year end report on the performance of corporate Best Value Performance Indicators monitored and reported on by the Corporate Services Programme Area and the general performance of services within the Programme Area.

6. Recommendations

Members are asked to note the performance of these key corporate Best Value Performance Indicators and the achievements of the Programme Area.

7. Proposal and Details

The reporting of performance information by the Corporate Services Programme Area will be presented to the Cabinet Member for Customer Services and Innovation, the Deputy Leader and Cabinet Member for Finance and the Democratic Renewal Scrutiny Panel on a quarterly basis, with quarter 4 providing a year end report.

This report sets out the year end performance in respect of national targets, together with Service Area achievements and performance for the year 2005-06.

Best Value Performance Indicators

Overall there are 9 measurements against 7 national Best Value Performance Indicators which Corporate Services is charged with reporting on. BVPI 11 has 2 targets to meet with an additional measure to be baselined.

Of the 9 measurements, during the year 2005-06, 4 are categorised as green, 2 as amber and 2 as red.   Attached at appendix A are full performance details of Corporate Health BVPIs.

Status Green

BVPI 11a   The % of top 5% of earners that are women

This measure achieved actual performance of 42.12% for 2005-06 which exceeds the Top Quartile All England target, 40.28%.

BVPI 11b   The % of top 5% of earners from minority ethnic communities

This measure achieved actual performance of 4.51% for 2005-06 which exceeds both the target set for the year (3.5%) and the Top Quartile All England target, 3.39%.

BVPI 11c   The % of top 5% of earners with a disability

This is a new measure and has been baselined only for 2005-06. The actual figure for 2005-06 is 2.7% and this information will be used to set a target for 2006-07.

BVPI 16a   % of Employees with a disability

This measure achieved actual performance of 2.65% for 2005-06 which exceeded that target set (2.4%) and meets the Top Quartile Mets target (2.65%).

Considerable work has been undertaken to achieve this figure, although unfortunately, the bid made through the MTFS to extend the Equip Scheme to disabled trainees was rejected. Other methods of funding this work are now being sought. The Authority is a member of the Stepping Stones to Pathway Steering Group, looking at opportunities to market jobs to minority groups. The work with

Ambition Health is being maintained and work with Mencap has begun on improving the employment prospects for people with learning disabilities. Extensive work on awareness raising with employees has seen an increase in the number of employees declaring themselves as disabled.

BVPI 157 - e-government: the number and types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery

IEG 6 was submitted on 10th April 2006 and reported that 99.07% of all required interactions are now e-enabled. The interactions not e-enabled total 8 and, other than online bookings, relate to functions which the Authority does not carry out, for example children's hospice as the Authority does not run hospices. The online bookings interaction is to be e-enabled as part of the Leisure PFI.

<u>Status Amber</u>

BVPI 12   Days/shifts lost to sickness

The amber status shown against this indicator reflects performance of 10.82 days during 2005-06 against a top quartile target of 10.59 for Mets. Whilst this has not met the Top Quartile Mets target of 10.59 days it does achieve a second quartile position and is a considerable improvement from 11.88 days achieved in 2004-05.

Performance has significantly increased against this indicator due to a number of factors including sickness performance clinics and improved reporting mechanisms. This increase in performance also contributes significantly to our efficiency agenda.

BVPI 17   % of BME Employees

The amber status shown against this indicator reflects performance of 2.47% during 2005-06 against the Top Quartile **All England** target of 3.74%

Considerable effort has been made in order to achieve this year end position and it is considered that the Top Quartile figures for both All England, 3.74%, and Mets, 6.8%, are overly ambitious whilst Rotherham's economically active BME population stands at 2.8%. During the year, 11 trainees from Black and Ethnic Minority backgrounds joined the Equip Scheme and are working within the Council. Although not currently classed as RMBC staff for statistical purposes, this is a tremendous opportunity for the trainees to become permanent employees; indeed 1 trainee has successfully achieved a part-time permanent employment position within the Authority. Funding to continue with the equip programme into future years is currently being sought. Work is ongoing with Investors in Education and further partnership work with REMA is being undertaken to engage BME communities.

<u>Status Red</u>

BV 14   Early Retirements (excluding ill health)

This measure achieved actual performance of 0.4% (48 staff members retired) for 2005-06 which exceeded the target set of 0.17% (or 21 staff members). 44 of the 48 members of staff retiring during 2005-06 were teaching staff; the Authority has no control over the retirements of Teaching Staff though these figures are included in reported performance. The process for approving early retirements for non teaching staff remains robust and controlled. It should be noted that whilst this indicator is listed as red and has not achieved target, performance has improved from the 2004-05 outturn of 0.59%.

As reported in quarter three, the target for 05/06 was set as an all England target by ODPM (of 0.17%), rather than by Authority type. The target was recognised as being unrealistic and representation was made by the Chief Executive's Department to the Audit Commission in April 2005, around the use of the all England category. For 06/07 ODPM have stated that Local Authorities will be allowed to set their own target.

BVPI 15   Ill Health Retirements

This measure achieved actual performance of 0.24% or 29 staff members retiring for 2005-06. As reported in quarter three, the target for 05/06 was set as an all England target of 0.17% by ODPM, rather than by Authority type. For 06/07 Councils can set their own target.

 Trends

Attached at appendix B are graphical representations of trends of all Corporate BVPIs for the last 2 years, current year and projected.

Local Performance Indicators

Local performance indicators have been identified for all Services within the Programme Area and are shown at Appendix C. Performance against these indicators will be incorporated into the quarterly performance report to Cabinet Members and the Democratic Renewal Scrutiny Panel.

Awards/Accreditations

The recent bid under the IDeA Beacon Status scheme in the "Delivery of Quality Services through Procurement" category was successful and Beacon Status has now been achieved.

The PFI for Schools Project won the National Award for 'Best Community/User Involvement in a Project' in 2005 and is a short listed finalist for 2006 (results awaited). The project was also runner-up for the National 'Green Apple Environmental Awards'.

Strategic HR, in partnership with RBT, won the National Guardian Newspaper award for Flexibility and Innovation in Recruitment and Selection.

The Investors in People refresh took place week commencing 13th June 2005 and re-accreditation was achieved.

RMBC have been nominated as finalists in the MJ Awards under the category of Pay and Workforce Achievement of the Year and The Public Private Partnerships Achievement of the Year – Rotherham Grouped Schools PFI – Extended School Use.

During 2005 Legal Services achieved LEXCEL, the Law Society's practice management quality mark. 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. There are only 140 out of almost 500 Local Authorities who have LEXCEL accredited Legal Services.

Legal Services have not received any awards during the last financial year; however information is being collated in order to make a submission to enter the MJ/LGC awards.

Achievements

Performance Clinics have been successfully introduced across the Programme Area as a whole and are used to monitor performance against BVPIs, LPIs, indicators in PDRs, Service Plan and Year Ahead targets and recommendations from Audit and Inspection Plans. Performance Clinics will continue indefinitely.

Following the creation of a Children's and Young People's Programme Area, the Culture and Leisure service has temporarily been located within Corporate Services Programme Area due to the close links to customer services.

Strategic Partnerships

A Corporate Procurement Strategy was developed and approved by CMT and Cabinet. This will be implemented through the coming year, being driven by the Procurement Client Manager and the newly developed Procurement Panel.

PFI for Schools – 7 new schools are now open and the amalgamation of 4 schools into 2 has been undertaken.

The town centre Customer Service Centre opened in November 2005 and the coming year will see the opening of a Customer Service Centre in Swinton with a further to be opened in either Rawmarsh or Aston. A kiosk project is to be undertaken in the coming year to establish their usefulness to communities without ready access to a Customer Service Centre.

Reviews of Service Level Agreements for the RBT workstreams for Procurement and HR & Payroll have been undertaken and will be implemented shortly. The next review is due November 2006 and will cover the ICT, Customer Services and Revenues and Benefits workstreams.

A Corporate ICT Strategy was also developed and approved by CMT and Cabinet. Implementation of the strategy is dependant on approval of a Capital Strategy Bid which, if granted, will see implementation commence during the coming year.

Strategic Human Resources

Agreement under Equal Pay has been reached following extensive negotiations with Unions and communications with staff; Rotherham was the first Authority in the country to reach agreement. An ACAS commendation was received for the management of the 7 Borough Roadshows held during October.

Flexible Working - A range of options now exist for our employees that reflect the various ways of modern working. Over 230 employees are now recorded as working flexibly and work is continually being undertaken to seek new opportunities to support flexible working

The Corporate Workforce Strategy was developed as a pilot for the Yorkshire & Humberside region and has received acclaim regionally and nationally. The strategy sets out priority corporate workforce activity and provides a framework for Services to use to workforce plan as part of the service planning process; this has been undertaken across the Authority during the current round of planning.

A successful bid for ODPM funding supported the development of a bespoke development centre for Rotherham managers. Heads of Service have been trained as assessors and the centres are now running on a six weekly basis. A 360° feed back tool is currently being piloted to support this, together with the OPQ self – assessment tool.

The Equip Trainee Scheme has seen 11 members of BME communities join the Council under the scheme, with 1 already securing a permanent contract with the Authority. In addition to gaining specific learning in the chosen areas of work, trainees are receiving ICT and customer service training and the support of mentors from within the Council's own workforce. Trainees receive a training allowance to cover expenses associated with participation in the scheme. The scheme highlights the Council's commitment to promoting diversity in line with Community Strategy and Corporate Plan priority themes of Proud and Fairness.

Legal & Democratic Services

Following a Strategic Review of Legal Services and the production of the Service Improvement Plan, a commitment was made to deliver a more proactive and customer facing Legal Service and it was determined that the introduction of an Electronic Legal Case Management System would assist the Service in achieving its objectives. During 2004/05 a tender exercise was undertaken and the procurement of a Case Management and Time Recording System called Iken was made. Training took place during early April and the system went live at the same time.

8. Finance

The reduction in sickness from 04/05 to 05/06 has identified some 1.2 million pounds savings towards the efficiency agenda. However, the cost of sickness remains significant to the Council. Hard copy information detailing sickness costs will be made tabled at the meeting.

The direct cost to the Council of early retirements for 05/06 is £92,314.59. This relates to 4 staff who retired early. Indirect costs for the 44 teachers retiring early come from the individual school's budgets.

9. Risks and Uncertainties

Without performance monitoring and action on lower performance areas, the Council could be at risk of having failing services resulting in poor inspection/audit reports and public reporting of its shortcomings.

10. Policy and Performance Agenda Implications

Performance management enables the Corporate Services Programme Area to build on its areas of good practice and address any shortcomings identified, in order that the customers get the best service possible. In addition, it enables the Council to identify weaker areas for action and improvement.

11.   Background Papers and Consultation

Not applicable.

Contact Names: Steph Dockerty ext 6538
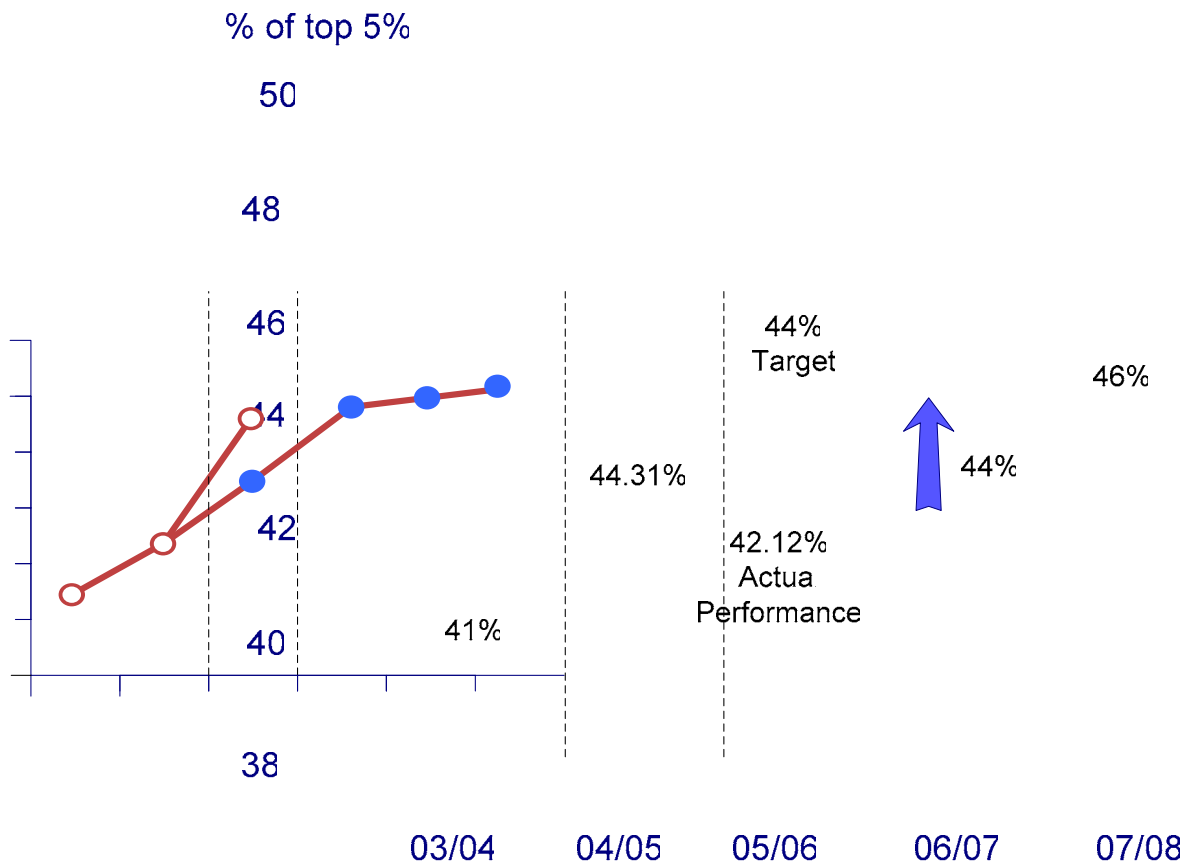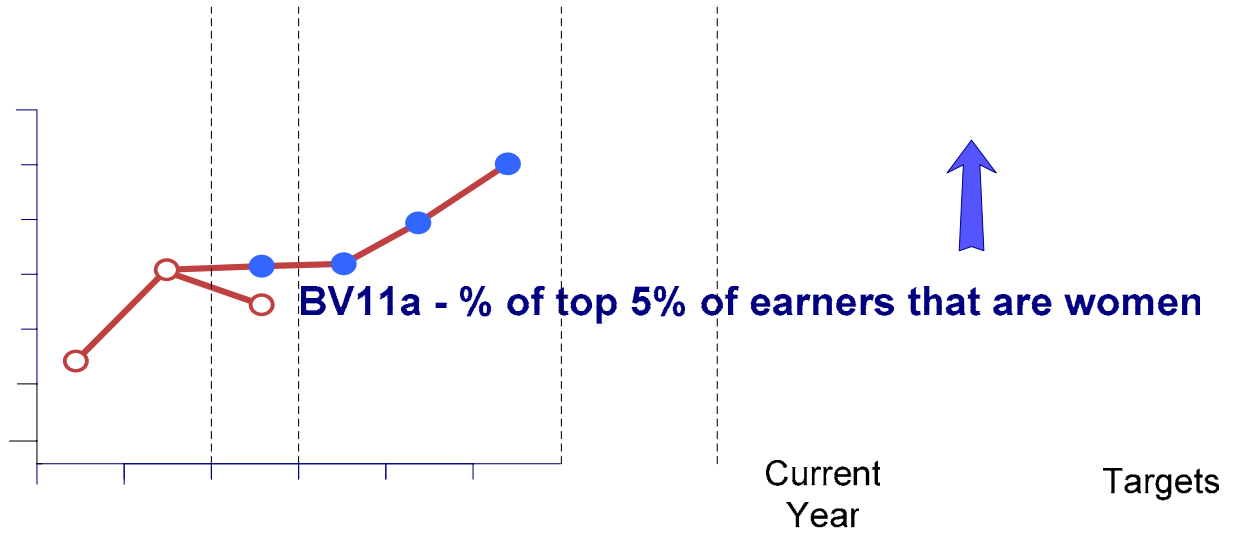Steph.dockerty@rotherham.gov.uk

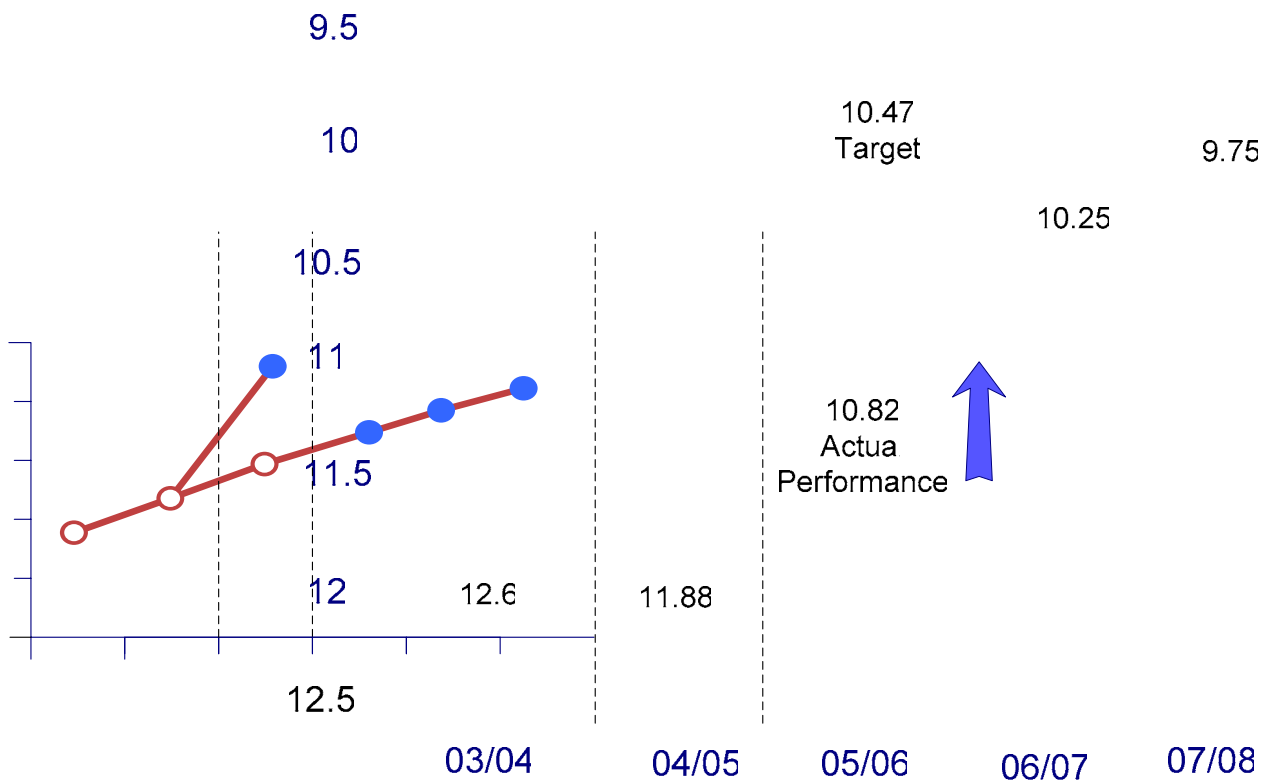## Appendix A: Best Value Performance Indicator Summary Sheet Quarter 4 (31st March 2006)

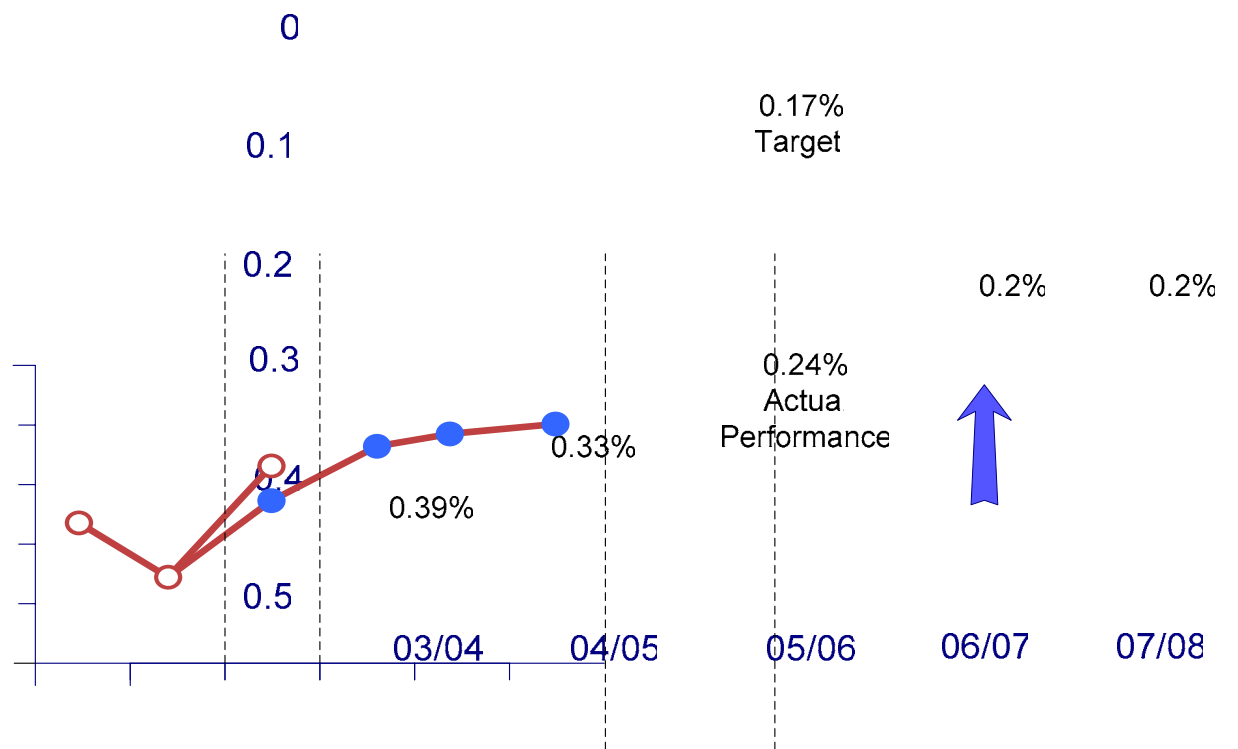| Title & Description	Top Quartile Mets	Top Quartile All England	2004/5 Actual	2005/6 Target	2005/6 Actual	Comments
BV 11a Top 5% of Earners: Women	44.42%	40.28%	44.31% (304)	46%	**42.12% (102)**	Calculation excludes School based employees – see below Top Quartile performance
BV 11b Top 5% of Earners: Ethnic Minorities	4.39%	3.39%	3.02% (20)	3.5%	**4.51% (11)**	Top Quartile performance
BV11c Top 5% of Earners: with a disability	N/A	N/A	N/A	N/A	**2.7% (6)**	New indicator 2005/6 for baseline only
BV 12 Working Days Lost Due to Sickness Absence	10.59 Days	8.44 Days	11.88 Days	10.47 Days**	**10.82 Days**	9% reduction in sickness levels
BV 14 Percentage of: Early Retirements	0.28%	0.19%	0.59% (71)	0.17%** (Max 21)	**0.4% (48) (44 teachers)**	92% of retirements were teachers
BV 15 Percentage of: Ill-Health Retirements	0.33%	0.15%	0.33% (40)	0.17%** (Max 21)	**0.24% (29)**	Top Quartile Met performance
BV 16a Percentage of: Employees with a disability	2.65%	3.74%	1.61% (184)	2.4%	**2.65% (283)**	Top Quartile Met performance
BV 17a Percentage of: Ethnic Minority employees in the workforce	6.8%	4.6%	2.05% (262) (RMBC ethnic minority Population 4.06%)	2.5%	**2.47% (308)**	Moved into top 50 percentile

Note: Figures in brackets represent number of employees.
Top Quartile targets set by Office of the Deputy Prime Minister for all Authorities – discontinued from 2006/7

Appendix B: Graphical Representations of Trends for Corporate Health BVPIs

BV11a - % of top 5% of earners that are women

Current
Year

Targets

% of top 5%

50

48

46

44%
Target

46%

44.31%

44%

44

42

42.12%
Actual
Performance

41%

40

38

03/04   04/05   05/06   06/07   07/08

BV12 - Number of working days lost to sicknes

Days lost

Current
Year

Targets
not yet set

10.47
Target

9.75

10.25

10.82
Actua
Performance

11.88

03/04   04/05   05/06   06/07   07/08

BV15 - % of employees retiring for ill-health

% of total
employees

0

0.1

0.17%
Target

0.2

0.3

0.2%   0.2%

0.24%
Actua
Performance

0.33%

0.39%

0.4

0.5

Current
Year

Targets
not yet set

03/04   04/05   05/06   06/07   07/08

11

BV17a - % of BME employees

Current
Year

Targets

% of BME
employees

3.5

3

2.5%
Target

3.1%

2.8%

2.5

2

2.47%
Actual
Performance

2.05%

1.5

1.9%

1

03/04   04/05   05/06   06/07   07/08

Appendix C – Local Performance Indicators

Strategic Partnerships

Performance Indicator	Target 05/06	Frequency	Actual 05/06	Target 06/07	Impact
Number of audits carried out on RBT workstreams	5 per annum	Annual	4	5	Governance of RBT Contract
Number of Consultation exercises carried out on RBT Workstreams	4 per annum	6 monthly	N/A	4	Increase in Customer satisfaction
Number of Performance Clinics held	12 per annum	Quarterly	9	12	Performance Management
Payment of PFI invoices within 30 days	100%	Monthly	100%	100%	Governance of PFI Contracts
Verification of RBT Savings Invoices within 5 working days of receipt of management information	100%	Monthly	Not measured	100%	Governance of RBT Contract

Legal Services

Performance Indicator	Target	Q1	Q2	Q3	Q4	Annual
Registered charge for Discretionary Housing Renovation Grants: produce final form of charge for signature by applicant within 10 working days of receipt of full instruction and confirmation of ownership	100%	None recorded	None recorded	None recorded	None recorded	-
Section 278 Highways Agreement: First draft produced within 12 working days of receipt of full instruction	100%	None recorded	None recorded	None recorded	None recorded	-
Advise on Title: To provide title advice within 10 working days of receipt of full instruction	100%	33%	85%	70%	80%	67%
Specialist Commercial Sales (development): Production of Title, Contract and Transfer – prepared and submitted to Purchaser's solicitor and instructing officer within 14 working days.	100%	None recorded	None recorded	None recorded	None recorded	-
Rent Possession Cases: Issue within 10 working days of receipt of full instructions	100%	100%	100%	100%	100%	100%
Successful outcomes as a percentage of criminal litigation where Legal Services has recommended that legal proceedings are to be pursued	90%	96%	100%	96%	92%	96%
Childcare: Issue Care Proceedings within 3 working days of receipt of full instructions	100%	82%	57%	100%	100%	85%
Communicate outcome of hearing to client within 2 working days	100%	81%	100%	100%	100%	95%
Productive hours: Percentage of fee earners achieving annual target chargeable hours of 1200	100%				50%	n/a
Obtain client feedback — Annual survey carried out						Planned for June 06
Discuss improvements with customers within 10 working days of analysis of questionnaire						Planned for June 06
Number of written complaints received from client departments through the complaints procedure	Nil	Nil	Nil	Nil	Nil	
Cost of Legal Service as a percentage per head of population				5.59	6.72	n/a

Strategic Human Resources

Definition of measurement – Type of LPI (input/output/ outcome)	How will we measure this and what will it tell us	Can the LPI stand alone or does it link to another i.e. inputs and outputs	Where will any remedial action required be reported	How will this info drive up performance/ continuous improvement	Is it comparable at this time – if not can it be and what action is required to achieve	What other info/actions do we need?	How does this LPI help achieve vfm
Number of "Heart" nominations put forward for award.	Monthly count of employee and team submissions. Tells us about the level of 'Buy in' to Council initiative and employee engagement.	Stands alone.	Further publicity in Unite/ PA newsletters Team /manager briefings Re-launch of Heart commitments Awards ceremony	Confirms employee engagement Increases motivation Increases pride in working for RMBC	Not aware that other Councils have anything comparable.	Employee views from EOS Feedback from Reach In	Furthers the shared learning principle Contributes to efficiency drive Increased employee engagement reduces sickness absence Promotes team ethos

15

Number of submissions to Suggestion Scheme	Monthly Panel number of submissions considered. Employee engagement and desire to improve	Stands alone	Further publicity in Unite and PA newsletters Team/manager briefings Re-launch the scheme	Contributes to leadership development Drives search for new initiative/efficiencies from the shop floor Motivational tool	Could be regional comparisons available	Views from EOS Feedback from Reach In Manager input	Innovative ideas from the shop floor Awards promote engagement and motivation leading to increased productivity
Numbers of M3 Managers attending the Management Development Centres	Monthly compilation and cumulative count of numbers attending the Centres. This will confirm how many of the targeted groups are still to undergo formal	Stands Alone	A lack of attendance will be highlighted to: - Prog Area HR Managers Heads of Service Management Development Steering Panel Workforce	Will confirm the fact that all relevant managerial grades have at least attended the 'baseline' assessment and identification of development needs	Not comparable as will be a numerical count applicable to the numbers of M3 Managers in Rotherham MBC.	New employees to be assessed against competencies aligned to minimum requirements assessed at the Centres by means of OPQ self-assessment & 360 degree after 6 months	Expectation is that the organisation will only deliver to identified management development need rather than a 'blanket approach' Organisation should face less IR and other issues

Indicator	Description	Links to BVPI	Stakeholders	Concerns / Rationale	Comparability	Refinement / Benefits
	assessment		Development Panels CMT update reports			e.g. from financial regs, health & safety improved perceptions of organisation and managers etc
Number of voluntary leavers as a percentage of total leavers	Monthly extract of data from HR & P system compiling numbers and reasons for leaving Should highlight trends and specific areas of concern Potential information for policy development	Links to BVPI 11a, b, c, regarding numbers of particular groups employed by the Council	Prog Area HR Managers Heads of Service Workforce Development Panels CMT update reports	Concerns or hotspots will be identified and remedial activity on recruitment & retention will be identified and targeted for maximum effect.	This is comparable to large Public Sector organisation benchmarks, and our own baseline statistics	Refinement of data capture process and accuracy is being developed with RBT to be captured through on-line forms in future and drop-down lists to standardise data. Would seek to retain experienced and trained staff cutting recruitment costs and management time spent in recruiting replacement staff. Reduce training costs and impacts of unstable workforce. Reputation implications from having

Number of PDRs completed	Reviews by IiP lead officers, audit by Strategic HR. 2006-introduction of monitoring via PSe	Stand alone	Corporate Workforce Development Panel CMT	Increased employee awareness of their contribution to Council priorities, service delivery. Improved performance management of individuals. Targeted employee development, according to need	Not currently benchmarked in the region, but Rotherham will pursue this.	Further work to develop PSe to accurately capture	higher than average Turnover, balanced against stagnating and insular workforce.	Efficiencies achieved by providing targeted development, compared to blanket development.
% response to Reach-in	Analysis of returns on	Stand alone	Programme Area	Increases employee	Not comparable	Establish reporting		

survey	quarterly basis		consultation reps CMT	participation in general Council issues, therefore awareness and direct contribution to PROUD	as unique initiative	arrangements, including service participation figures	
The number of young people aged 16 to 24 employed by the Council	Measurement will take place through workforce profiles obtained via data on the HR & Payroll system. This will provide the numbers of young people employed by the Council and their percentage as part of the workforce.	Stands alone	Corporate management team Corporate Equalities and Diversity strategy Group	The information will highlight any deficiencies in the Council's ability to recruit and retain a section of the workforce that can replace older workers retiring from the Council and bring new skills and knowledge to address future service needs.	Comparable to data in the 2001 census? (proportion of Rotherham's population aged 16-24)	Data is also available by Programme Area, Service Area, gender, disability and ethnicity.	Helps to ensure sufficient numbers of workers are entering employment to meet present and future skills needs without reliance on costly agency labour/external consultants.

| The numbers of employees achieving level 2 in literacy or numeracy (skills for life) | Data on numbers of employees undertaking and passing level 2 testing collected by Community Learning Team | Stand alone | Corporate Management Team

Corporate Workforce Development Panel | Support for skills for life in the workforce is linked to CPA (Get On Local Government Campaign). Monitoring numbers achieving level 2 will support a bid for the Get On Award (evidence for CPA) | Some monitoring undertaken by limited number of Council's in the region | Need to establish a base line position. (Workforce Planning Matrix?) | Improved skills for life demonstrated to improve efficiency and cost saving through reduction of wastage (clearer understanding of written instructions and numerical information). |

Agenda Item 7

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	**Meeting:**	Customer Services & Innovation Cabinet
2.	**Date:**	22 May 2006
3.	**Title:**	RBT – Performance Update
4.	**Programme Area:**	RBT

5. Summary

The report presents the progress and performance of RBT for the period March 2006.

6. Recommendations

That the information in the report be noted

7. Proposals and Details

7.1. Service by Service Overview

The final quarter of RBT's third successful year brought with it the usual celebrations which were enjoyed by many staff at Magna. As usual staff proved themselves more than capable of having a party but more importantly they showed how proud they were of all that has been achieved during the year. The awards and recognition of teams and individuals were celebrated with huge enthusiasm and this more than contributed to another successful party. Dignitaries at the awards included the Deputy Mayor and Mayoress, Councillor Wyatt, Councillor Hussain, Councillor and Mrs Jackson, Dave Finch (Client Manager) and Isobel Riley (CEX of the ALMO 2010). A raffle was held and over £1,500 was raised which was donated to the Mayor's charities.

7.1.1. Customer Services / Public Access

During March the Rotherham Connect Contact Centre continued to meet or exceed all of their measurable SLAs, which is a great achievement and also crucial to the continued success of the service.

Recruitment continues with the successful appointment of the Customer Services Manager for the town centre and also the Team Supervisor for Swinton CSC. A number of Customer Service Advisors have also been appointed, subject to references, and as agreed in the recruitment strategy, successful candidates have been selected on their meeting of core competencies, along with a combination of full- and part-time staff from a range of programme areas.

As mentioned in previous reports, RBT appointed a number of agency staff to deal with non-specialist calls during the peak year-end period, this proved very productive. Approximately 151,500 bills and letters were sent out to customers in March and during the period 15.03.06 to 31.03.06 5088 calls were successfully filtered via IVR and handled by the non specialist team. An evaluation report on the implementation of IVR is part of this CS&I meeting.

During March, pupils studying citizenship as part of their course at Hellaby Academy attended a citizenship ceremony the Rotherham Registry Office. This was a valuable experience for the students, who had the opportunity to meet and chat to citizens about their journey through the process and what it means to them to become a British citizen. This is a first for Rotherham and we hope to repeat this valuable exercise in the future.

Another RBT success came when Anthony Dockray, a member of our welfare rights and money advice team helped in persuading the Insolvency Service to change one of its rules in favour of carers which will have a positive nationwide impact. Also during 2004/2005 the welfare rights and money advice service gave advice to 77 families of children with disabilities. This was exceeded in 2005/2006 when performance improved by giving money advice to 109 families. This is a target in the Corporate Plan and we anticipate achieving further increases next year.

7.1.2. HR and Payroll

HR&P have reported underperformance on two SLA measures throughout this quarter. HR03 (accuracy of payment) failed to meet the target throughout the quarter after the target was raised to a stretching 99.50%. Steps are being looked at to improve on this going forward; these include;

- The co-ordination of payroll queries being passed through to the payroll team at allocated times during the day. This helps avoid disruption and loss of concentration whilst inputting and answering the telephone at the same time.
- More quality assurance checks are planned within teams.
- BPR work is now underway and this will re-engineer and streamline processes that will help avoid unnecessary errors.

The other SLA in HR&P to note is HR17 (percentage of enquiries resolved by front-line HR advisors over the telephone where the enquiry is not capable of being resolved through employee self-service including the intranet). Call volumes have increased significantly against the original baseline and created a call-volume pressure on the front-line service. A change request was submitted in October 05 for additional resource (call-handlers) but this was refused. RBT however decided it was important to resolve the problem and deliver an excellent service, and took the decision to fund the resource itself while a six-month action plan was implemented. With this in mind, a change request has been submitted for this SLA to secure either suspension of financial penalties or to revert the target to 40%.

In terms of successes, the deployment of self-serve was completed on schedule before 31 March 2006 across the Council and any employee with Intranet access can now access **Your**self, the PSe self-serve product. Through **Your**self, employees can access a variety of information including an electronic view of their payslip and payslip history. In addition, managers can also access a range of important information about members of their team to support their management processes.

Another piece of excellent news is that the RMBC HR&P service has been short-listed for the Pay and Workforce Achievement Award at the MJ awards 2006. Representatives from the service will attend the ceremony in London during June.

7.1.3. ICT

Performance during March continued to meet or exceed expectations and we are pleased to report that the annual measures also met their targets. In April 2006, the ICT service targets are enhanced in many areas and the service is now geared up to achieve the stretched performance targets.

It is noted that the SLA ICT26 (small alterations recommended in the annual review of internet/intranet sites implemented within 3 months of review) has not yet been undertaken by the council. Consequently, RBT is unable to report performance against this measure.

The first phase of the desktop roll-out programme has now been completed with the replacement of all the council's PC's and laptops. In conjunction with this, all staff have been transferred over to an Active Directory structure which gives both users and IT technicians numerous operational advantages whilst optimising the flexibility of working across multiple locations.

The Central Printing transformation work is now virtually complete. The one-stop shop for printing is now launched and is providing a consistent approach for users. A new pricing structure has also been agreed and implemented. The next challenge is ensuring that all the council's print requirements are channelled through Central Print to optimise value for money for RMBC.

Following a successful trial, 4 of the 5 remote-support staff are now permanently based at home. They have been able to show a 12% productivity gain (with 1 FTE now re-deployed onto change); more jobs being closed and improved staff morale.

7.1.4. Procurement

By year end, procurement saw a return to normal levels around performance in particular to PR03 (BVPI8) payment of invoices within 30 days with performance reaching 96%, against a top-quartile performance of 94.26% for metropolitans. All other targets continued to be met or exceeded.

RBT made a significant contribution to the Beacon status assessment in procurement and we are delighted that the Council received notification during March that they have been awarded this prestigious quality marque.

Another great piece of news for Procurement during March was receiving a short listing in the Best Public Private Project category and a commendation for eProcurement Achievement of the Year, both in the national MJ Awards. Procurement will be represented at the awards ceremony in June.

Also in quarter 4, RMBC provided clarification on outsourcing and construction savings. These together with 2010 initiatives levels saw just over £1m removed from anticipated procurement savings. Despite this BPP still managed to achieve £1.469m of Procurement savings, resulting in £500k of cash savings being returned to the council.

7.1.5. Revenues & Benefits

Within Revenues and Benefits, RB08 (average number of days less than a baseline of 50 days for processing notifications of change of circumstances), is still under national scrutiny from BFI and DWP. The current performance of the service stands at 15.51 days against a target of 6.25 days. This underperformance is attributable to two main areas: the first being a change in the regulation where cases normally dealt with as 'new claims' have been re-defined and transferred into this measure; the second is the impact of the Sx3 software amendment. It is also noted that an informal performance clinic is to be held in April 2006 with staff from the chief executive's office, the client team and RBT.

With regard to the Revenues and Benefits annual measures, there was a marginal under-performance against the target for RB02 % of Council Tax Collected for the year. However, a number of council departments made late payments (ie, post-April 2006). Had these payments been made when they should have been, the RBT performance would have been 97.2% against the required performance target of 97.14. RBT is working with Corporate Services to rectify this for the next financial year.

RBT identified the need for, and established, an Improvement Team at the end of February 2006 within the Service Development Section to tackle workload issues arising across the service. Currently the team is engaged in work for the Local Taxation and Account Management Sections.

Changes in direct debit for Revenues have been introduced allowing council tax to be paid over 12 months rather than the normal 10. Mailshots were issued to all cash/cheque payers (30,000) and former salary/wage payers encouraging a change to direct debit. This is now part of the "paperless" direct debit scheme which allows bank details to be captured over the telephone.

In conjunction with the above, cash/cheque paying customers can now pay on 4 different dates in the month – 6th, 13th, 20th and 27th. A proactive change to instalment dates has been undertaken so that we have an even spread of dates throughout the month.

Also during March, nearly 150,000 items were issued on time to local taxpayers, ratepayers and claimants as part of the annual billing and up-rating for the new financial year.

With regard to the Benefits service CPA 2006 assessment, the BFI has issued brief details outlining arrangements with further information to follow. The service is required to complete a self-assessment against the 2005 HB/CTB performance standards as at 31st March 2006, and this should be submitted to the BFI along with all supporting evidence by 30th June 2006.

Finally, it is noted that congratulations are in order for members of the Benefits service who have undertaken the ILM Introductory Certificate in Team Leading. 14 supervisory staff successfully completed this within the service. Additionally, 2 team leaders have been successful in the Diploma in Management - Level 4, which was undertaken over the academic year through home-based learning with a limited amount of classroom days.

7.2. Progress against Corporate Initiatives

RBT continues to operate in line with the Corporate and Community Strategy and continues to strive to improve performance and support the Council in achieving its aims and objectives in becoming an 'excellent'-rated council.

7.2.1. Equalities

RBT is now working on the Level 3 portfolio for equalities and is making good progress. Work has also started on the impact assessments, with one being completed so far, it is noted that the RBT Performance Manager will be ensuring that RBT fully meets with the new requirements prior to the Corporate Assessment in June.
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7.2.2. Investors In People

RBT continues to be integrally involved with the council's IiP programme and has been funding two people through the internal reviewer training during February and March. This will enable us to be part of the RMBC internal review team. As per the recommendation from the council's internal review, inductions continue to be held on

a regular basis for all RBT new starters and are being well received. Services still undertake their own service-specific inductions.

There are a number of flexible working arrangements in place across RBT, including homeworking within Revenues and Benefits and more recently ICT. As previously reported, the flexible working arrangements within the council won the Guardian Public Service Award 2005. The awards ceremony was in London and was attended by Alan Swann (RMBC) and Paul Briddock (RBT). This recognition was particularly pleasing as it recognised the partnerships approach to recruitment and retention of staff.

7.2.3. Consultation/Complaints

The recruitment of the Principal Officer in the performance team has enabled RBT to take a fresh look into the current process of how complaints are handled. Significant work is been undertaken on how the services across RBT are managing complaints and how this can be improved to ensure a consistent approach across all services, this system is on target to be implemented by the 1st May 2006.

A change request has now been submitted by the council for RBT to implement a corporate complaints management system across the authority to ensure a smooth running system that can be monitored and reported easily.

7.2.4   Audit updates

All the audits undertaken by internal audit have been responded to and the recommendations are monitored on a quarterly basis. All recommendations were on track to be delivered by the due dates.

Internal audit have recently been into HR&P to undertake system reviews. The Performance and Improvement team continue to be involved in the co-ordination of the audits to ensure consistency.

7.2.5   Schools

In recognition of the ongoing importance of schools the decision has been made to support a specialist Schools Account Manager. This post has been advertised and interviews will be held mid April.

8. Finance

The contract with RBT includes a service-credit arrangement, the effect of which is that whenever any SLA target is not achieved, a calculation based on the amount by which the target was missed and a number of other factors, results in a decrease in the amount of service charge payable. In other words, there is a financial penalty for RBT as a direct consequence of its underperformance.

9. Risks and Uncertainties

If RBT is unable to achieve the SLA targets in the contract, in particular where these are also BVPIs or other statutory PIs, alongside the importance of some of the services delivered by RBT (Revenues and Benefits, Procurement Service), this may impact on the council's CPA rating.

There may also be a negative effect on the council's reputation and the perception of the RBT joint venture. Where there is underperformance, particularly where this is persistent or related to statutory PIs, the client team will work with RBT to develop action plans to redress the situation.

10. Policy and Performance Agenda Implications

The RBT contract exists to modernise council services to enable the delivery of the council's priorities. RBT's performance will impact on the CPA score and a number of service and corporate inspections. RBT has responsibility for delivering services including a number of BVPIs and LPIs.

11.   Background Papers and Consultation

Appendix 1 – Underperformance of SLA's

Contact Names :

Brian James, Chief Executive, RBT, X2414, brian.james@rotherham.gov.uk

Jill Dearing, Service Leader, Performance & Improvement X 3367, Jill.dearing@rotherham.gov.uk

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Procurement Service

KEY

⬆ Overperformance of SLA   ⬌ Performance of SLA on target

⬇ Slight Underperformance of SLA   ⬇ Performance requires immediate action

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SLA Ref	Measure	Service Measure Type	Comparative BVPI	Upper Quartile figure	RBT Service Target	RBT Enhanced target and effective date	RBT Jan-06	RBT Feb-06	RBT Mar-06	Comments
					Target	Target	Actual	Actual	Actual	
01	% of non ordered invoices authorised for payment within 5 business days	Performance (M)	N/A		90%	99% - 01/04/2006	⬆ 99.00%	⬆ 99.00%	⬆ 99.0%	
02	% of transactions for which the requisition to purchase order confirmation is completed within 1 working day	Performance (M)	N/A		10%	90% - 01/04/2006	⬆ 57.00%	⬆ 68.00%	⬆ 72.0%	
03	% of undisputed transactions for which the invoice receipt to payment authorisation process is completed within 30 days	Performance (M)	BVPI 8	95.90%	100%	100% - 30/09/2004	⬇ January = 89% (Rocc 92%/Popps 88%)	⬇ February = 95% (Rocc 97% Popps 95%)	⬇ March = 96% (Rocc 97% Popps 96%)	
04	% of transaction through the electronic purchase to pay system	Performance (M)	N/A		20%	95% - 30/09/2004	⬆ 100%	⬆ 100%	⬆ 100.0%	
05	% of spend with contracted suppliers	Performance (M)	N/A		10%	60% - 30/09/2006	N/A	N/A	N/A	
06	% of transactions paid through BACS	Performance (M)	N/A		38%	80% - 01/04/2006	⬆ 74.00%	⬆ 80.00%	⬆ 78.0%	
07	% of orders placed against electronic catalogue framework agreements	Performance (M)	N/A		10%	65% - 01/04/2006	⬆ 13.00%	⬆ 13.00%	⬌ 10.0%	
08	Overall customer satisfaction by Programme Area. A continuously rolling survey would be preferable to a snapshot every 6 months, to avoid undue influence of specific incidents occurring during or just before survey.	Performance (6M)	N/A		60%	80% - 01/04/2006	On hold	On hold	On hold	

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RBT Connect Ltd
Revenues & Benefits Service

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SLA Ref	Measure	Service Measure Type	Comparative BVPI	Upper quartile figure	RBT Service Target Target	RBT Enhanced target and effective date Target	RBT Jan-06 Actual	RBT Feb-06 Actual	RBT Mar-06 Actual	Comments
01	Statutory returns by due date	Performance (A)	N/A	N/A	100.00	01/04/03	Annual measure	Annual measure	⬆ 100%	
02	% of Council Tax collected for the year	Threshold (A)	BVPI 9	98.29%	97.14%	98% - 01/04/2006	Annual measure	Annual measure	⬇ 96.72%	This slight underperformance will be addressed by producing an action plan to improve performance next year.
03	% of NNDR collected for the year	Threshold (A)	BVPI 10	99.10%	97.50%	99% - 01/04/2006	Annual measure	Annual measure	⬆ 98.73%	
04	The number of claimants visited per 1000 caseload	Performance (A)	BVPI 76.1	310.45	211	01/04/04	Annual measure	Annual measure	⬆ 252.75	
05	The number of fraud investigators employed per 1000 caseload	Performance (A)	BVPI 76.2	0.44	0.2	01/04/04	Annual measure	Annual measure	⬇ 0.18	This target should reflect the current position within the service, which is 0.18.
06	The number of prosecutions and sanctions per 1000 caseload	Performance (A)	BVPI 76.4	4.84	1.4	01/04/04	Annual measure	Annual measure	⬆ 3.16	
07	Average number of days less than a baseline of 100 days for processing new benefit claims	Threshold (Q)	BVPI 78a	32 days	68 days (32 days)	01/04/04	Quarterly measure	Quarterly measure	⬆ 73.71 days	
08	Average number of days less than a baseline of 50 days for processing notifications of change of circumstances	Performance (Q)	BVPI 78b	7.7 days	43.75 days (6.25 days)	01/04/04	Quarterly measure	Quarterly measure	⬇ 34.49 days	As documented the impact of the new software has meant a significant drop in performance. This will continue but will be tracked weekly and against all LA's nationally.
09	The number of annual claim interventions by visits and other means, with visits comprising at least half of the interventions	Performance (A)		N/A	10560	01/04/04	Annual measure	Annual measure	⬆ 13,800	
10	% of cases for which the calculation of the amount benefit due was correct (from a test sample)	Threshold (Q)	BVPI 79a	98.80%	98.40%	01/04/04	Quarterly measure	Quarterly measure	⬆ 99.20%	
11	% of recoverable overpayments (excluding council tax benefit) that were recovered in the year	Performance (A)	BVPI 79b	55.10%	62.50%	01/04/04	Annual measure	Annual measure	⬇ 38.58%	Although the target was not met, we have collected more overpayments this year than ever before. The target is based on old figures that were inaccurate and therefore needs updating.
12	100% minus the amount of overpaid benefit as a % of the total benefits paid	Performance (A)	N/A	N/A	97.80%	01/04/04	Annual measure	Annual measure	⬇ 97.14%	This measure was previously a BVPI which no longer exists. We would like to replace it with a more meaningful measure.
13	% of new claims processed within 14 days of receipt of all necessary information	Threshold (Q)	N/A	N/A	85.00%	01/04/04	Quarterly measure	Quarterly measure	⬆ 96.74%	
14	% of rent allowance claims where first payment is made within 14 days of the receipt of all necessary information	Performance (Q)	N/A	N/A	82.00%	01/04/04	Quarterly measure	Quarterly measure	⬆ 91.65%	This definition has been changed by DWP and new sortware now means that the new definition is being measured
15	50% minus year end Council Tax cumulative arrears as compared to collectable debt	Performance (A)	N/A	N/A	44.70%	45.20% - 01/04/2006	Annual measure	Annual measure	⬌ 44.70%	
16	10% minus year end write offs as a % of collectable debt	Performance (A)	N/A	N/A	9.70%	9.73% - 01/04/2006	Annual measure	Annual measure	⬆ 9.80%	
18	Average waiting time in minutes less than a baseline of 120 minutes for a personal caller for interview made in person	Threshold (M)	N/A	N/A	100 minutes (20 mins)01/04/2005	100 minutes (20 mins)01/04/2005	⬆ 111.78 (8.22 mins)	⬆ 113.46 (6.54 mins)	⬆ 111.50 (8.5 mins)	

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SLA Ref	Measure	Measure type and frequency	Comparative BVPI	RBT Service Target	RBT Enhanced Service target and effective date Target	RBT Jan-06 Actual	RBT Feb-06 Actual	RBT Mar-06 Actual	Comments
01	Issue of extraction file to ICT Print Department within agreed timescale	Performance (M)	N/A	100%	100% - 01/11/2005 (as per CR0277)	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
02	Percentage of BACS transmissions made by prescribed date	Threshold (M)	N/A	100%	100% - N/A	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
03	Accuracy of payment	Threshold (M)	N/A	99.50%	99.50% - 01/11/2005 (as per CR0277)	⬇ 99.39%	⬇ 99.46%	⬇ 99.45%	Action plan in place to improve performance
04	P45's issued within 3 days of last pay date	Performance (M)	N/A	98%	98% - 01/11/2005 (as per CR0277)	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
05	Manual cheques issued within 1 day of authorised request	Performance (M)	N/A	98%	98% - 01/11/2005 (as per CR0277)	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
06	Statutory returns by due date	Performance (A)	N/A	100%	100% - N/A	Annual Measure	Annual Measure	⬆ 100.00%	
07	% of national pay awards which are implemented on a date to be agreed by the client no longer than 5 weeks following authorisation by the client	Performance (A)	N/A	100%	100% - N/A	Annual Measure	Annual Measure	Annual Measure	Not effective untill April
08	Arrears arising from national pay awards are paid to employees within 2 months after authorisation to pay is received	Performance (A)	N/A	100%	100% - 01/11/2005 (as per CR0277)	Annual Measure	Annual Measure	Annual Measure	Not effective untill April
09	Quality of information given to caller as a % score against model response (monitored using mystery caller)	Threshold (M)	N/A	90%	90% - 01/11/2005 (as per CR0277)	⬆ 100.00%	No data available	⬆ 100.00%	This has now commenced with HR managers monitoring 25 calls per month. However, during February, the HR managers did not monitor any calls so we were unable to provide any data.
10	% of contracts of employment (excluding variations) issued within 15 working days of receipt of all relevant and accurate information	Performance (M)	N/A	90%	90% - 01/11/2005 (as per CR0277)	⬆ 99.67%	⬆ 100.00%	⬆ 99.59%	
11	% of payslips received online by employees with capability	Performance (M)	N/A	70%	70% - 01/11/2005 (as per CR0277)	SC	SC	SC	Not measured until Service Centre (SC) transformation takes place
12	% of expenses claims claimed and processed online by employees with capability	Performance (M)	N/A	95%	95% - 01/11/2005 (as per CR0277)	SC	SC	SC	Not measured until Service Centre (SC) transformation takes place
13	% of internal application for jobs made online by employees with capability	Performance (M)	N/A	95%	95% - 01/11/2005 (as per CR0277)	SC	SC	SC	Not measured until Service Centre (SC) transformation takes place
14	% of management information available compared to the agreed user specification	Performance (M)	N/A	98%	98% - 01/11/2005 (as per CR0277)	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	The actual performance reported refers to the number of requests for information met. Work is commencing on formalising a spec.
15	% of correspondence answered within the agreed timescale	Performance (M)	N/A	100%	100% - 01/11/2005 (as per CR0277)	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
16	Subject to the provision of all necessary electronic information by the recruiting service manager in accordance with the agreed publication deadlines, then the Service Centre will provide the advertisement to the Council's Advertising Agency for publication or produced for the next available internal bulletin.	Performance (M)	N/A	100%	100% - 01/11/2005 (as per CR0277)	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
17	Percentage of enquiries resolved by front line HR advisors over the telephone where the enquiry is not capable of being resolved through employee self-service including the intranet.	Performance (M)	N/A	80%	80% - 01/11/2005 (as per CR0277)	⬇ 52.16	⬇ 54.20	⬇ 57.69%	Discussions held around CR0425 as part of the SLA review. Awaiting formal agreement from the client about suspending financial penalties
18	HR Managers be available to Council Programme Area Managers to provide advice guidance and attend meetings as necessary.	Performance (6M)	N/A	80%	80% - 01/11/2005 (as per CR0277)	6 monthly measure. Due in March 06	6 monthly measure. Due in March 06	⬆ 100.00%	The actual performance reported relates to establishment and staffing levels.

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SLA Ref	Measure	Measure type and frequency	Comparative BVPI	RBT Service Target	RBT Enhanced Service target and effective date Target	RBT Jan-06 Actual	RBT Feb-06 Actual	RBT Mar-06 Actual	Comments
19	Overall customer satisfaction across RMBC	Performance (6M)	N/A	85%	85% - 01/11/2005 (as per CR0277)	On hold	On hold	On Hold	Due to agreement with the client that the surveys need overhauling

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SLA Ref	Measure	Measure type and frequency	Comparative BVPI	RBT Service Target	RBT Enhanced Service target and effective date	RBT Jan-06 Actual	RBT Feb-06 Actual	RBT Mar-06 Actual	Comments
01	Inbound telephone call answering for helpdesk-% of calls answered by Customer Service Agent in 30 seconds	Threshold (M)	N/A	90%	01/04/04	⬆ 91.38%	⬆ 92.20%	⬆ 93.88%	
02	Average % of calls not abandoned over an agreed measurement period	Performance (M)	N/A	92%	01/04/04	⬆ 98.35%	⬆ 97.56%	98.81%	
03	Internal Fault resolution - % of in-scope service requests resolved within agreed time scale	Threshold (M)	N/A	75%	95% - 01/04/2006	⬆ 98.34%	⬆ 99.02%	98.44%	
04	Fault resolution external - Supplier - % of in scope service requests where a restoration plan has been provided within agreed timescales	Threshold (M)	N/A	85%	95% - 01/04/2006	Nil Return	⬆ 100.00%	Nil Return	Starting to record as Nil Return when no faults are recorded.
05	Client Satisfaction Overall satisfaction rating using continual monitoring on a sample basis	Performance (M)	N/A	85%	95% - 01/04/2006	On hold	On hold	On hold	
06	Print of payslips in line with the agreed timescales	Performance (M)	N/A	83%	99% - 01/04/2006	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
07	The % availability of business critical applications and technology - Email	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 99.97%	⬆ 100.00%	⬆ 100.00%	
08	The % availability of business critical applications and technology - Crisp/Swift	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 100.00%	⬆ 99.93%	⬆ 99.86%	
09	The % availability of business critical applications and technology - OHMS/ROCC	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
10	The % availability of business critical applications and technology - Flare	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
11	The % availability of business critical applications and technology - OLAS/Cedar (availability of hardware and operating system platform only until an application system support agreement for Cedar is signed)	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 100.00%	⬆ 100.00%	⬆ 99.84%	
12	The % availability of business critical applications and technology - Web (internet & intranet including internet service provision)	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 99.99%	⬆ 99.99%	⬆ 99.99%	
13	The % availability of business critical applications and technology - File & print servers centralised	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 99.99%	⬆ 99.89%	⬆ 99.68%	
14	The % availability of business critical applications and technology - File & print servers distributed		N/A	80%	85% - 01/04/2006	⬆ 99.98%	⬆ 99.75%	⬆ 99.92%	
15	% availability of the network hardware - WAN/LAN (excluding Ethernet thinnet technology which is to be replaced as part of network realisation)	Availability (M)	N/A	99%	01/04/04	⬆ 99.99%	⬆ 100.00%	⬆ 100.00%	
16	The % availability of Business Critical Applications and technology - Telephony	Availability (M)	N/A	85%	99% - 01/04/2006	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
17	Unlocking of user accounts on adopted NT servers and Active Directory - % of inscope service requests completed within agreed timescale	Performance (M)	N/A	85%	95% - 01/04/2006	⬆ 99.87%	⬆ 99.80%	⬆ 100.00%	
18	% of GIS map printing requests completed within agreed timescale	Threshold (M)	N/A	95%	01/04/04	⬆ 100.00%	⬆ 100.00%	⬆ 100.00%	
19	% of standard desktop PCs supplied within agreed time scale additional to the technical refresh	Performance (M)	N/A	95%	01/04/04	Nil Return	⬆ 100.00%	Nil Return	Starting to record as Nil Return when none were supplied during the month
20	% of availability of MFD's	Performance (M)	N/A	90%	95% - 01/04/2006	⬆ 99.30%	⬆ 99.47%	⬆ 99.47%	Performance reported 1 month in arrears.
21	Customer satisfaction for print jobs	Performance (M)	N/A	95%	01/04/04	On hold	On hold	On hold	
22	% new desktop equipment installations with no faults reported during first two months of installation	Performance (M)	N/A	95%	01/04/04	⬆ 97.33%	⬆ 98.08%	⬆ 96.55%	
23	% of staff receiving formal Microsoft, Siebel, Cisco Sun certified or other relevant professional training as appropriate	Performance (A)	N/A	15%	15% - 01/04/2005	Annual measure	Annual measure	⬆ 25.97%	
24	% of Pc's operating latest or previous release of desktop software or otherwise by agreement	Threshold (A)	N/A	30%	60% - 01/04/2006	Annual measure	Annual measure	⬆ 99.00%	
25	% of desktop faults resolved remotely	Performance (M)	N/A	60%	60% - 01/04/2005	⬆ 72.48%	⬆ 68.70%	⬆ 60.53%	
26	Small alterations recommended in the annual review of internet/intranet sites implemented within 3 months of review	Threshold (A)	N/A	90%	90% - 01/04/2005	Annual measure	Annual measure	Annual measure	The Council have not yet undertaken an annual review so we are unable to provide any data

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Rotherham Connect Service

SLA Ref	Measure	Service Measure Type	Comparative BVPI	RBT Service Target	RBT Enhanced target and effective date	RBT Jan-06	RBT Feb-06	RBT Mar-06	Comments
				Target	Target	Actual	Actual	Actual	
01	Quality of information (factual) given to caller via any channel as a % score against model response (monitored using mystery caller or other appropriate means) - the Council may also introduce third party arrangements to validate the quality of service	Threshold (M)	N/A	90%	95% - 1/4/06	↑ 99.38%	↑ 100.00%	↑ 100.00%	
02	Quality of information (qualitative) given to caller via any channel as a % score against model response (monitored using mystery caller or other appropriate means) - the Council may also introduce third party arrangements to validate the quality of service	Performance (M)	N/A	70%	85% - 1/4/06	↑ 100.00%	↑ 98.13%	↑ 98.13%	
03	Overall caller satisfaction rating identified in continual assessment and based on services which RC has control over according to phasing plan (monitored using mystery caller or other appropriate means - the Council may also introduce third party arrangements to validate the quality of service	Performance (M)	N/A	70%	80% - 1/4/06	↑ 96.43%	↑ 98.57%	↑ 95.36%	
04	% of inbound telephone calls answered by a CSA within an average of 15 seconds over or by the switchboard within an average of 30 seconds an agreed measurement period	Threshold (M)	N/A	40%	70% - 1/4/06	↑ 77.91%	↑ 84.54%	↑ 83.07%	
05	Average % of calls not abandoned over an agreed measurement period	Threshold (M)	N/A	85%	90% - 1/4/06	↑ 93.83%	↑ 95.18%	↑ 94.97%	
06	Proportion of all inbound activity (calls and emails) resolved per service area without transferring the contact to the back office - based on processes and services over which RC control delivery according to Phasing Plan	Performance (M)	N/A	70%	80% - 1/4/06	↑ 99.99%	↑ 99.99%	↑ 99.99%	
07	Cashiers customers attended to within an average of 10 minutes (once this service is in scope)	Performance (M)	N/A	78%	95% - 1/4/06				A method of measuring the Civic CSC is under development aimed to be in place for April 2006
08	% of formal complaints concerning the Rotherham Connect Service which do not relate to waiting times in the one stop shops	(M)	N/A	70%	80% - 1/4/06				A method of measuring the Civic CSC is under development aimed to be in place for April 2006
09	Overall face to face customer satisfaction rating identified in continual assessment and based on services which RC has control over according to Phasing Plan (monitored using mystery caller or other appropriate means) - the Council may also introduce third party arrangements to validate the quality of service	(M)	N/A	70%	85% - 1/4/06				A method of measuring the Civic CSC is under development aimed to be in place for April 2006
10	Average % of visits not abandoned over an agreed measurement period	(M)	N/A	85%	90% - 1/4/06				A method of measuring the Civic CSC is under development aimed to be in place for April 2006
11	Proportion of all customer facing activity resolved per service area without transferring the contact back to the back office - based on services over which RC control delivery according to Phasing Plan	(M)	N/A	60%	80% - 1/4/06				A method of measuring the Civic CSC is under development aimed to be in place for April 2006
12	% availability of contact centre and one stop shops compared with agreed opening hours	(M)	N/A	95%	99% - 1/4/06				Agreed with client this measure is to be replaced once the CSC client is in place

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	**Meeting:**	Customer Services & Innovation Cabinet
2.	**Date:**	22nd May, 2006
3.	**Title:**	Implementation of IVR (Interactive Voice Response) to the Contact Centre
4.	**Programme Area:**	RBT

5. Summary

It was requested at the cabinet held on 20th February, 2006, that a follow-up report be issued on the success of the IVR (Interactive Voice Response) Pilot. This report highlights the success of the pilot and seeks agreement to continue the use of IVR software on a permanent basis within Rotherham Connect in order to more effectively and efficiently deal with Council Tax and Benefit call volumes.

6. Recommendations

It is recommended that IVR, in its currently limited format, is continued to be used to enable the contact centre to enhance levels of customer service by improved management of the high volume of telephone enquiries received for Council Tax and Benefits services.

7. **Proposal and Details**

Following the Revenues and Benefits Year-end IVR pilot, a survey was carried out in order to assess customer opinion and the effectiveness of the IVR system. 154 customers participated in the survey. The overall results are very positive and clearly highlight the benefits of IVR, demonstrating that customers find the service easy to access and simple to use. The main findings where that 94% of customers indicated that the service was easy to contact and 96% of customers felt that the options offered via the system where clear and easy to understand.

Prior to the IVR pilot, the Revenues and Benefits telephone team was structured so that all calls where received through one dedicated line which, in the absence of IVR, was staffed by service experts. The temporary introduction of IVR to the dedicated line introduced a two tier approach of service experts and general contact centre staff. This new structure has identified some clear benefits, such as:

- Waiting times reduced for customers.

- Clear messages and options given to customers by the IVR system allowing easy access to the service required.

- The ability to separate calls allowing for general contact centre staff to deal with the less complex, high volume enquiries and for experienced service experts to concentrate on handling more complex calls.

If agreement is reached that the IVR system continues, it is recommended that it should be structured in its current format whereby customers are given two options, one being to simply wait to be put through to a member of staff.

8. Finance

It is not envisaged that there will be any additional cost to the Council.

9. Risks and Uncertainties

Without the implementation of IVR and a change to the existing staffing structure, there is a risk that customers will experience difficulties in contacting the contact centre at peak times of demand.

10. Policy and Performance Agenda Implications

The RBT contract exists to modernise council services to enable effective and efficient delivery of the council's priorities.
The introduction of IVR would be an opportunity to enhance service delivery and customer choice.

11. Background Papers and Consultation

Pilot of IVR (Interactive Voice Response) in the Contact Centre Paper, 20th February, 2006.

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Agenda Item 9

Corporate Services

Rotherham
**Metropolitan
Borough Council**
The best place to live, learn and work

Meeting Minutes

Meeting Title	**Procurement Panel**
Date	**Monday 8th May 2006**
Start time	11.00 am
Venue	Council Chamber, Rotherham Town Hall
Chair	Councillor Ken Wyatt

Attendees	Init	Programme Area
Ken Wyatt	KW	Councillor
Gerald Smith	GS	Councillor
Robin Stonebridge	RS	Councillor
Lesley Dabell	LD	Voluntary Action Rotherham
Abi Dakin	AD	RBT
Peter Hunter	PH	RiDO Investment Team
Helen Leadley	HL	Corporate Services
David Lisgo	DL	Social Services (Adult Services)
Sarah McCall	SM	Corporate Services
Carol Mills	CM	Corporate Services
David Rhodes	DR	Economic and Development Services
Keith Thompson	KT	Corporate Services
Laura Townson	LT	Children & Young People's Services
Jeff Wharfe	JW	RiDO

Apologies	Init	Programme Area
Bob Crosby	BC	Neighbourhood Services
Matt Gladstone	MG	CEX
Ian Smith	IS	Asset Management Service

Minutes		
Ref	Item or Action	Action Owner
21/06	**Minutes of Previous Meeting** The minutes of the previous meeting of the Procurement Panel, held on Monday, 27th March, 2006, were agreed as a correct record.	
22/06	**ChangeUp, Sheffield - A Mentor Bank For Support to the Voluntary and Community Sector** The Panel welcomed Jo Henderson (Voluntary Action	

Sheffield), who gave a presentation to the meeting about the ChangeUp project in Sheffield. One of the functions of ChangeUp was to identify the types and levels of support needed by voluntary and community sector organisations to engage more effectively in delivering public services in accordance with the terms of contracts with local authorities.

In order to tailor an appropriate training and support programme for voluntary and community sector organisations in the process of tendering for and delivering services, these organisations had been placed into three separate bandings:-

Band 1 – the smaller, traditional voluntary group, with no history of trading or contracting with local authorities;

Band 2 – organisations with more capacity which would be expected to deliver services and might have some history of service delivery through regimes such as the Single Regeneration Budgets and Objective 1 funding;

Band 3 – the large organisations in the voluntary and community sector, including the national charity organisations (eg: MENCAP) which may already be delivering services for local authorities.

Voluntary Action Sheffield would be organising a pilot project to:-

- recruit a small number of mentors to provide assistance and training for the voluntary and community sector organisations;

- select ten organisations to participate in the pilot project;

- allocate four hours of support to organisations; the mentors would be expected to dedicate this amount of time to the pilot project.

ChangeUp would provide 50% of the training costs. Each participating organisation would be expected to fund the remaining 50% of the costs.

A payment of £35 per hour was suggested, and it was also discussed that the mentors should provide this service in their own time rather than within Council time. It was estimated that each mentor should anticipate that a maximum of eight hours time be requested of them until the end of the pilot scheme in December, 2006.

	It was noted that:- - although there may be some difficulty in selecting ten organisations to participate, the selection would be on a sub-regional basis and should include organisations based in Rotherham; - the pilot project would not include the large charity organisations; organisations currently within the adult social services' sector were expected to be chosen. The pilot project would last until December, 2006, after which an evaluation report would be prepared; this evaluation would be expected to describe the way in which the participating organisation had developed and progressed as a consequence of participation in the pilot project. Procurement managers involved in commissioning and the procurement of goods and services were asked to enquire whether their staff would be interested in participating in this scheme and inform Helen Leadley. Jo Henderson was thanked for her informative presentation.	 BL DL LT
23/06	**Beacon Status Approval** As a consequence of the recent award to the Council of Beacon status in respect of "Quality Services through Procurement", a number of events would be taking place:- - a learning exchange event, to be held in Birmingham on Thursday, 22nd June, 2006; - all of the local authorities which had achieved Beacon status would participate in a series of roadshows, to be held during September, October and November, in order to disseminate information to other local authorities; Rotherham would lead the roadshow to be held in London on Wednesday, 8th November, 2006, with a focus on partnership working which had been a significant and impressive aspect of Rotherham's original submission. The arrangements for the roadshows were noted and Members would attend if possible.	
24/06	**"How to do Business with the Council"** An information booklet was being prepared about the ways in which companies could do business with the Council. The	

	booklet would be available on the Borough Council web site.	
25/06	**Procurement – Action Plan** Discussion took place on the latest version of the Action Plan for procurement. Helen Leadley and Sarah McCall distributed a Gantt Chart which listed specific tasks and the people responsible for their completion. Everyone was asked to ensure that the specific tasks were completed within the required timescale. An updated copy of the GANTT chart would be provided for Procurement Panel members. The following issues were noted:- - the issue of whether contract pricing information should, or should not be disclosed in accordance with the provisions of the Freedom of Information Act 2000 had not yet been tested in the Courts; - a report would be submitted to the meeting of the Performance and Scrutiny Overview Committee, to be held on Friday, 16th June, 2006, concerning the incorporation of scrutiny in the procurement cycle of a capital project; - it was noted that there were two commissioning policies for care provision: one for adults, the other for children; - details of the progress of the systems allowing business to be performed electronically would be submitted to the Procurement Panel on an exception reporting basis.	ALL IS
26/06	**Dates of Future Meetings** The dates for future meetings of the Procurement Panel were agreed, as follows (nb: some dates may have to alter because of conflict with other meetings):- Monday, 19th June, 2006 Monday, 17th July, 2006 Monday, 11th September, 2006 (possible alteration) Monday, 16th October, 2006 Monday, 20th November, 2006 Monday, 11th December, 2006 (possible alteration) Monday, 15th January, 2007 (possible alteration)	

Next Meeting	
Date	Monday 19th June 2006
Time	11.00 a.m.
Venue	Town Hall, Rotherham

All actions to be completed prior to the next meeting unless otherwise stated.

Agenda Item 10

Corporate Services

Rotherham
Metropolitan
Borough Council
The best place to live, learn and work

Meeting Minutes

Meeting Title	E: Government Programme Board
Date	29 March 2006
Time	1.30 pm
Venue	Rotherham Town Hall – Room 1
Chair	Councillor Ken Wyatt
Minute Taker	Sue Kilcommons

Attendees	Init	Programme Area
Ken Wyatt	KW	Councillor
Paul Briddock	PB	RBT Connect Ltd
Jayne Dickson	JD	Adult Services
Paul Edwards	PE	Corporate Services
Dave Finch	DF	Corporate Services
Paul Harris	PH	Culture & Leisure
Allan Jackson	AJ	Councillor
Guy Kilminster	GK	Culture & Leisure
Peter Lawrenson	PL	EDS
Phil Morris	PM	CYPS
Kathy Stewart	KS	Corporate Services
Jean Tracey	JT	Corporate Services
Sue Wilson	SWi	CYPS

Additional attendees	Init	Programme Area
Irene Tamasi	IT	RBT Connect Ltd

Apologies	Init	Programme Area
Steve Day	SD	Corporate Services
David Fellows	DFe	Adult Services
Richard Garrad	RG	EDS
Frank Hodgkiss	FH	Councillor
Tracy Holmes	TH	Chief Executive's Office
Dean Kerry	DK	Neighbourhoods
Carol Mills	CM	Corporate Services

Minutes		
Ref	Item or Action	Action Owner
18/06	**Minutes of the previous meeting** The minutes of the previous meeting held on the 23 February 2006 were agreed as a true and accurate record.	

19/06	**Matters Arising**	
	There were no matters arising from the minutes.	
20/06	**National Benefits Project - Update**	
	A paper was circulated prior to the meeting. IT attended the meeting to give an update on the National e-Benefits Project outlining the successful migration of the project to Rotherham MBC along with the steps being taken to Rotherham's implementation of the e-Benefits system which would be piloted in Rotherham in June.	
	KW queried where the Council were at with regard to the risks and the implications for rolling out the project to other authorities. IT responded stating that Northgate owned the system and if they did not deliver the functionality they would not get the benefit.	
	A protocol had been signed and an e-Benefits Business Plan had been produced and submitted to the ODPM in November 2005. The rolling out to other Councils and linking into central Government was to be reviewed and a price structure was to be agreed.	
	KW queried that if numerous visits were made from other Councils there would be a cost in time and resources. IT gave reassurances that discussions had taken place with Northgate and that staff time etc had been costed against the licence. IT stated that from June the arrangement needed to be reviewed.	
	KW re-affirmed that before any decisions were made on the future of the project, a further report should be brought to the E-Government Board.	
	The E-Government Board noted the report and the progress of e-Benefits and IT was thanked for attending the meeting.	
21/06	**Digital Region Project – Update**	
	An update on the Digital Region Project was circulated prior to the meeting. DF summarised that the Digital Region Project was formally known as SYNET and its aim was to deliver the next generation of broadband capability across South Yorkshire.	
	• Research had indicated that it would be between 5-7 years before the infrastructure was provided by the private sector.	

- If funded by the public sector there would be opportunities for making South Yorkshire a leading region in exploiting advanced technology and communications.

- Six companies had been listed as stated in the previous minutes.

- Meetings had been held with the bidders and bids were to be submitted before 9 May.

- There may be opportunities for funding to be channelled towards Digital Region to ensure the most efficient use of funding. A bid for exemption from State Aid requirements had been submitted.

- Aim of the project was to implement an infrastructure as part of the project, the intention to encourage service providers to express interest in providing services. This would also include entertainment as well as business providers.

- The website – www.digitalregion.co.uk had up to date information and was well presented.

- Funding for the initial 12 months of the procurement phase of the project has been approved with a commitment of £75,000 from each local authority.

- It was likely that were would be a requirement of an additional £50,000 from each local authority to fund another 6 months of activity.

PE stated that one of the things that was needed to be taken into account was the influencing of where the first part of the infrastructure was to go. DF stated that there would be a phased implementation with pilot areas across South Yorkshire.

AJ queried who would own the system if the project went ahead. DF re-affirmed that the intention was to set up a special purpose vehicle which would be owned by the four local authorities. The Business Case had indicated that after a period of time a charge would be made for those services and the investment recovered.

SWi asked how Connected Communities work and the National Grid for Learning would link in. DF responded saying that the intention was to flood into every house,

	business and all of the public sector in South Yorkshire. There could be some implementation on the public side, but he was not sure about the impact on the connected communities project. The intention was to make use of existing cabling and infrastructure where possible, and if there was already a high capacity link to a site in Rotherham another link would not be put in as part of the project.		
22/06	**Digital Challenge - Update** PE stated that the Digital Challenge competition had been launched in a bid to encourage greater use of technology to improve public service delivery. Ten regional finalists would be awarded £200,000 to develop proposals and projects , and the winner would receive £7m, largely in the form of industry resources and consultancy, from the fund to implement its proposals. Discussions had been held at sub-regional level at the E-Forum and an initial joint sub-regional bid was to be submitted by the 28 April 2006. PE had made it clear that Rotherham wanted to be involved and understand where they crossed over with the Rotherham Community Connected project. Rotherham could contribute from lessons learned from the Connected Communities project. As soon as the draft was put together PE would liaise with SWi. DF added that both the CEXs of Sheffield and Barnsley were keen on the project, and achieving the status of 'Digital Community'.	PE	
23/06	**BV157** The ESD Toolkit would be used to collate information via the Programme Area representative to allow direct input of data. PE stated that this also linked up with the work that was being carried out around the Take-up campaign and the Excellent Priority Outcomes. The toolkit would also be able to corporately measure the volumetrics and volume of service across the channels.		
24/06	**Take Up Campaign** PE gave an update on the national take up campaign which was discussed at the previous meeting. A list of online services to be promoted nationally and regionally that spring and summer, which included 15 specific sample transactions, was circulated with the		

	agenda. The Council would need to baseline which channels those services were accessed through at the moment; there was also a need to monitor those services to be able to collect the necessary information. Targets were needed to be set for how the Council wanted those services split across the different channels. PE welcomed people's views around the Excellent Priority outcomes which were not mandatory. In terms of services being provided PE's personal view was that the Council should completely understand volumes for different channels. PE did have concerns over the Council's ability to measure current baselines and how they were changing with developments such as the CSCs opening. Everything that was within scope of the CRM would be measured and that PE was working with the client team to put together an action plan which would be sent out for consultation and discussion. PE was keen to hear from anyone who was aware of any barriers to any of the Excellent Priority Outcomes. KW concluded that at the next meeting representatives should have a baseline on the position on the 'Excellence' and that people needed to be quite open and honest. KW also requested that at some stage it would be advantageous for the E-Government Board to have sight of the report.	PE PE
25/06	**Excellent Outcomes** This agenda item was discussed earlier.	
26/06	**Exception reports on E-Gov Targets** PE was requested to bring to the meeting an exception report of priority outcomes and BV157 transactions which would not be met. PE stated that R13 (Online sports and leisure booking facilities) was the one 'required' outcome that the Council was not going to be compliant. A leisure booking proposal had been produced that was specifically around the leisure areas, rather than sports facilities. PE was trying to build up a case outlining the interim position. PE acknowledged that there was a lack of on-line booking sports facilities and that he was looking at	

	funding the proposal out of the Capital Strategy monies.		
	PE anticipated that the only 'good' outcomes which would not be compliant would be G16 (systems to support joined-up working on children at risk across multiple agencies). This was because the government had not yet issued guidance on requirements for the integration that was required.		
	PE was going through the process of putting all the information on BV157 into the toolkit and could not give an accurate percentage. The achievement against the 100% target would be at least 98%.		
27/06	**IEG6**		
	PE stated the IEG6 was due to be submitted by 10 April 2006. The final IEG was to measure achievement against the priority outcomes and BV157. PE had received confirmation that BV157 would cease to be a BVPI measurement. PE would send an email on IEG5 and asked the group to ensure that any inaccuracies or updates that were be required to let him know. PE welcomed any comments and input.	PE	
28/06	**Any other business**		
	Radio Station. AJ asked what consideration had been given, whether positive or negative, regarding the implications for e-government and communications of the proposed local radio station.		
	KW stated that the Communications and Marketing Working Group had met with each of the three short listed bidders and Ofcom would decide as to who would get the licence for the next 12 years.		
	Municipal Journal Awards 2006. It was noted that Rotherham had been selected as finalists for PPP Achievement of the Year (3) and Pay and Workforce Achievement of the Year, and commended for Best Achievement in Children's Services, Efficiency Achievement of the Year; E-Procurement Achievement of the Year.		

Next Meeting	
Date	3 May 2006
Time	1.30 pm
Venue	Rotherham Town Hall