CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION

Venue: Town Hall, Moorgate Street, Rotherham.

Date: Monday, 12 June 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 22nd May, 2006 (Pages 1 - 5)

5. Corporate Services Financial Out-turn 2005/2006 (Pages 6 - 11)

6. RBT Support For Schools (Pages 12 - 17)
    To consider the attached report of the Chief Executive, RBT

7. RBT Performance Update (Pages 18 - 32)
    To consider the attached report of the Chief Executive, RBT

8. RBT - Risk Management (Pages 33 - 40)
    To consider the attached report of the Chief Executive, RBT

9. Schools PFI Project Update - Spring/Summer 2006 (Pages 41 - 45)
    To consider the attached report of the Acting Head of Strategic Partnerships

10. Minutes of the meetings of the Communications and Marketing Group (Pages 46 - 57)
    To consider the minutes of the meetings of the Communications and Marketing Group held on (a) 13th April, 2006 and (b) 18th May, 2006.

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

12. EXCLUSION OF THE PRESS AND PUBLIC

The following item is likely to be considered in the absence of the press and public as being exempt under Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to financial and business affairs)

13. Customer Services Centres Programme - Progress (Pages 58 - 78)

For Information:-

Date, Time and Venue for the next meeting:-

Date of Next Meeting:-
Monday, 10 July 2006

CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION
Monday, 22nd May, 2006

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

1.   **MINUTES OF THE PREVIOUS MEETING, HELD ON 20TH APRIL, 2006**

Consideration was given to the minutes of the previous meeting, held on 20th April, 2006.

Resolved:- That the minutes of the meeting held on 20th April, 2006, be approved as a correct record.

2.   **CUSTOMER SERVICES - INCORPORATING PEOPLE AND SERVICE FIRST REVIEW**

Consideration was given to a report of the Executive Director of Corporate Services detailing the outcome of the People and Service First Review and also providing an update on the progress of the introduction of a Corporate Complaints system and the current situation regarding Surgery Connect.

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

It was intended that information about the Charter would be distributed widely throughout the Borough.

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

(2) That the implementation of the revised customer service standards across the Authority be supported.

(3) That the draft charter be approved for display at all customer reception points throughout the Authority.

(4) That the report be referred to the Cabinet for further consideration.

3.   **PERFORMANCE INDICATORS - YEAR END PERFORMANCE REPORT**

The Executive Director of Corporate Services submitted the 2005/2006 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.

Resolved:- (1) That the performance of the key corporate Best Value Performance Indicators and the achievements of the Corporate Services Programme Area be noted.

(2) That monitoring reports about corporate Best Value Performance Indicators be submitted to future meetings of the Cabinet Member and Advisers for Customer Services and innovation, at quarterly intervals.

4.   RBT PERFORMANCE UPDATE

The Chief Executive, RBT, submitted a report on the progress and performance of RBT for March, 2006, including details of underperformance on Service Level Indicators for the year 2005/2006. The report highlighted:-

- recruitment was continuing to staffing posts with the Customer Service Centres in the Rotherham town-centre and at Swinton;

- a member of the Welfare Rights and Money Advice Team had helped in persuading the Insolvency Service to change one of its rules in favour of carers, which would have a positive impact nationwide;

- action was being taken to correct the underperformance on two of the Service Level Agreement measures for Human Resources and Payroll; the Council Client had waived the financial penalties in respect of one of these SLAs;

- Human Resources and Payroll had been shortlisted for the Pay and Workforce Achievement Award at the Municipal Journal awards ceremony, due to be held in London during June, 2006;

- the trial of the remote-support staff working from home had been successful, with increased productivity evidenced.

The report included the Service overview for:-

- Service by Service Overview
- 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 (recent appointment of Schools Account Manager)

Details were also provided of the Service Level Agreement underperformance during the year 1 April, 2005 to 31 March, 2006. The Council Client had waived the financial penalties in respect of the underperformance on some of the SLAs. RBT confirmed that they would be continuing discussions with the Client where agreement had not been reached on the suspension of financial penalties for the remaining SLAs.

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.

5.   **IMPLEMENTATION OF THE INTERACTIVE VOICE RESPONSE (IVR) TO THE CONTACT CENTRE**

Further to Minute No. 61 of the meeting held on 20th February, 2006, consideration was given to a report of the Chief Executive, RBT, concerning the success of the Interactive Voice Response (IVR) pilot project. The report highlighted the success of the pilot and sought agreement to continue the use of IVR software on a permanent basis within Rotherham Connect in order to deal more effectively and efficiently with Council Tax and Benefit call volumes.

Resolved:- (1) That Interactive Voice Response system, in its currently limited format, continue 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.

(2) That a copy of the report submitted be provided for all Members of the Council.

6.   **MINUTES OF THE MEETING OF THE PROCUREMENT PANEL**

Consideration was given to the minutes of the meeting of the Procurement Panel held on 8th May, 2006.

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

7.   **MINUTES OF THE MEETING OF THE E GOVERNMENT PROGRAMME BOARD**

Consideration was given to the minutes of the meeting of the E Government Programme Board held on 29th March, 2006.

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

8.   **APPOINTMENTS TO EXTERNAL ORGANISATIONS AND TO GROUPS/PANELS ETC. 2006/2007**

Consideration was given to the nomination of representatives to panels, groups and to external bodies for the 2006/2007 Municipal Year.

Resolved:- (1) That the Cabinet Member and Advisers for Customer Services and Innovation shall attend meetings of the Council's E Government Board.

(2) That Councillor Hodgkiss shall attend meetings of the Data Protection and Information Group.

(3) That Councillors Hodgkiss and Wyatt continue to be members of the Local Government Association's Rural Commission, with Councillor Burke as substitute member.

(4) That the Cabinet Member for Customer Services and Innovation, the Cabinet Member for Economic Regeneration and Development Services and the Chairman of the Performance and Scrutiny Overview Committee shall attend meetings of the Procurement Panel.

(5) That Councillor Jackson shall attend the meetings of the Recycling Group.

(6) That the Cabinet Member for Customer Services and Innovation and Councillor Jack shall attend meetings of the FairTrade Group.

9.   **LIAISON WITH RBT**

A Councillor had questioned the cost of personal computers supplied by RBT, when compared to the cost of similar equipment available from high street retailers. It was agreed that the Chief Executive, RBT, should provide a written reply to the Member concerned.

(The Chairman agreed that consideration be given to the following item at this meeting, to enable the matter to be processed without delay)

10.   **CORPORATE COMMUNICATIONS AND MARKETING STRATEGY 2005 - 2008 - REVISED ACTION PLAN 2006/2007**

The Head of Corporate Communications and Marketing submitted the revised Action Plan for 2006/07, which supports the delivery of the Council's Corporate Communications and Marketing Strategy for 2005 to 2008.

The revised Action Plan, with more realistic timescales, was now focused upon communications and marketing activity to be delivered through the corporate team, working with Programme Area communications leads. The Head of Corporate Communications and Marketing presented a summary of key achievements so far, and priorities contained within the new plan, including the development of effective working relationships with the new radio station for Rotherham.

Resolved:- That the revised Action Plan for 2006/07, as now submitted, be approved.

Agenda Item 5

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	Meeting:	Customer Services and Innovation Cabinet Member and Advisers
2.	Date:	12 June 2006
3.	Title:	Corporate Services Outturn 2005/06 (All Wards)
4.	Programme Area:	Corporate Services

5. Summary

The 2005/06 net Outturn for Corporate Services shows a £731,822 underspend against the service cash limited revenue budget of £11,973,774. This represents a percentage variation of -6.1%.

6. Recommendations

Members are asked to:

a) **Receive the report;**

7. Proposals and Details

The summary net Outturn position for Corporate Services is analysed below:-

	Budget	Outturn	Surplus (-) Deficit (+)	% Variation to Budget
	£	£	£	%
Legal Services	3,671,562	3,659,458	-12,104	-0.3
Human Resources	1,262,520	1,249,479	-13,041	-1.0
Strategic Partnerships	1,278,287	1,274,737	-3,550	-0.3
Sub-Total	6,212,369	6,183,674	-28,695	-0.4
Client Function Costs	-2,760,292	-2,762,948	-2,656	-0.1
Contract Payments to RBT	8,421,697	8,544,121	+122,424	+1.5
Benefit Payments	100,000	-722,895	-822,895	-822.9
Total	**11,973,774**	**11,241,952**	**-731,822**	**-6.1**

The main features of the overall outturn are as follows:

Additional casual legal staffing costs were incurred to maintain the level of service against a background of difficulties in permanent staff recruitment. This additional cost was offset by planned savings on election costs. Extra costs were also incurred in services delivered by RBT. A significant element of this is an additional charge relating to 2004/05 that was negotiated during 2005/06. There was also a shortfall on printing unit income and on welfare rights funding. These were more than offset by a one-off gain, for 2005/06 only, of benefits subsidy.

8. Finance
The attached appendices contain the detail of the summarised financial outturn shown in section 7 of this report as follows:
CS SHEET 1 ~ Summary Corporate Services Outturn 2005/06
CS SHEET 2A ~ Net Corporate Services Outturn at Service level
CS SHEET 2B ~ Gross Corporate Services Outturn at Service level
CS SHEET 2C ~ Income Corporate Services Outturn at Service level
CS SHEET 3 ~ Key reasons for net variances (+/-£5k) for Corporate Services

9. Risks and Uncertainties
The outturn figures included in this report are subject to quality assurance work on the Statement of Accounts which will be undertaken during May 2006.

10. Policy and Performance Agenda Implications
Corporate Services funding in 2005/06 has contributed to the Council delivering on its objectives and promoting its political priorities, within its allocated cash limited budget for the financial year 2005/06.

11. Background Papers and Consultation
This report has been discussed with the Executive Director of Resources and the Executive Director of Finance.

Contact Name: David Barker, Finance and Accountancy Manager, Ext. 2078.
   david-finance.barker@rotherham.gov.uk

PROGRAMME AREA:

      Corporate Services

SERVICE UNIT:

      Corporate Services

Revenue Budget/Outturn Position 2005/2006

1	Balances brought forward from 2003/2004 following decision of Cabinet (Underspendings b/f '+': Overspendings b/f '-')	3,612
2	ADD Approved Cash-limited Budget for 2005/2006	14,645,876
3	ADD Supplementary Estimates approved in 2005/2006	342,726
4	ADD/SUBTRACT Virement from/to another Programme Area / Service Unit approved in 2005/2006	-3,018,440
5	RESOURCES AVAILABLE 2005/2006 (1+2+3+4)	11,973,774
6	NET ACTUAL OUTTURN 2005/2006 (As reported to Members)	11,241,952
7	Net under (-) / overspend (+) 2005/2006 (5-6)	-731,822
8	REQUESTS FOR CARRY FORWARD INTO 2006/2007	0

Revenue Outturn

CS SHEET 2 (B)

PROGRAMME AREA: Corporate Services

SERVICE UNIT:

Revenue Outturn 2005/2006 - Gross Expenditure Variance Analysis

	1	2	3	4	5	6
	Division of Service Budget	Approved Budget	Latest Revenue Monitoring Report (10/04/06)	Actual Outturn	Under (-) / Over (+) Spending	Under (-) / Over(+) Spending as a % of Approved Budget
Legal Services						
Management		279,487		289,620	10,133	3.6%
Legal Services		916,212		1,130,043	213,831	23.3%
Legal Disbursements		314,160		619,486	305,326	97.2%
Committee Services		360,747		356,136	-4,611	-1.3%
Democratic Representation		154,275		59,373	-94,902	-61.5%
Data Protection		61,914		43,130	-18,784	-30.3%
Statutory Costs		142,312		142,964	652	0.5%
Light Transport		76,696		82,115	5,419	7.1%
Secretariat		197,737		187,144	-10,593	-5.4%
Members Expenses		1,271,136		1,259,445	-11,691	-0.9%
Town Hall Catering		82,089		123,226	41,137	50.1%
Municipal Elections		155,911		150,793	-5,118	-3.3%
Register of Electors		203,604		224,104	20,500	10.1%
Town Hall Expenditure		7,000		5,492	-1,508	-21.5%
Vacancy Management		-64,755		0	64,755	100.0%
Sub Total		**4,158,525**	**4,734,764**	**4,673,071**	**514,546**	**12.4%**
Strategic Human Resources						
Strategic Unit		918,230		916,371	-1,859	-0.2%
Corporate Training		15,298		7,628	-7,670	-50.1%
Administrative Support		26,049		25,994	-55	-0.2%
Equal Pay Payments		4,760,091		4,760,091	0	0.0%
Special Projects		49,321		107,705	58,384	118.4%
Vacancy Management		-24,936		-24,936	0	0.0%
Contract Payments to RBT		304,242		306,419	2,177	0.7%
Sub Total		**6,048,295**	**6,099,201**	**6,099,272**	**50,977**	**0.8%**
Strategic Partnerships						
Management		233,397		315,383	81,986	35.1%
Strategic Resourcing Team		756,577		687,279	-69,298	-9.2%
Customer Service Centres		193,443		193,443	0	0.0%
Pensions		186,972		184,916	-2,056	-1.1%
Vacancy Management		-22,197		-31,095	-8,898	-40.1%
Sub Total		**1,348,192**	**1,312,763**	**1,349,926**	**1,734**	**0.1%**
Client Function						
Council Tax Collection		282,616		338,716	56,100	19.9%
Benefits Administration		270,133		454,559	184,426	68.3%
Revenues Services		0		1,696	1,696	100.0%
Sub-Total		**552,749**	**797,919**	**794,971**	**242,222**	**43.8%**
Contract Payments to RBT		9,169,144		11,370,525	2,201,381	24.0%
Sub Total		**9,169,144**	**11,248,101**	**11,370,525**	**2,201,381**	**24.0%**
Benefits Payments		36,897,928		61,453,263	24,555,335	66.5%
Sub Total		**36,897,928**	**62,276,158**	**61,453,263**	**24,555,335**	**66.5%**
Service Totals		**58,174,833**	**86,468,906**	**85,741,028**	**27,566,195**	**47.4%**

Revenue Outturn

PROGRAMME AREA: Corporate Services

SERVICE UNIT:

Revenue Outturn 2005/2006 - Income Variance Analysis

CS SHEET 2 (C)

	1	2	3	4	5	6
Division of Service Budget		Approved Budget	Latest Revenue Monitoring Report (15/05/06)	Actual Outturn	Under (+) / Over (-) Recovery	Under (+) / Over(-) recovery as a % of Approved Budget
Legal Services						
Management		10,407		10,998	-591	-5.7%
Legal Services		73,802		185,545	-111,743	-151.4%
Committee Services		348		0	348	100.0%
Democratic Representation		615		404	211	34.3%
Data Protection		20,000		0	20,000	100.0%
Legal Disbursements		314,160		619,486	-305,326	-97.2%
Statutory Costs		0		0	0	0.0%
Light Transport		2,663		5,801	-3,138	-117.8%
Secretariat		0		0	0	0.0%
Members Expenses		562		2,024	-1,462	-260.1%
Town Hall Catering		55,211		89,649	-34,438	-62.4%
Municipal Elections		5,754		95,690	-89,936	-1563.0%
Register of Electors		3,441		4,016	-575	-16.7%
Town Hall Expenditure		0		0	0	0.0%
Sub Total		486,963	1,013,613	1,013,613	-526,650	-108.1%
Strategic Human Resources						
Strategic Unit		25,684		27,425	-1,741	-6.8%
Corporate Training		0		0	0	0.0%
Administrative Support		0		5,752	-5,752	-100.0%
Equal Pay Payments		4,760,091		4,760,091	0	0.0%
Special Projects		0		56,525	-56,525	-100.0%
Vacancy Management		0		0	0	0.0%
Contract Payments to RBT		0		0	0	0.0%
Sub Total		4,785,775	4,849,793	4,849,793	-64,018	-1.3%
Strategic Partnerships						
Management		69,905		75,189	-5,284	-7.6%
Strategic Resourcing Team		0		0	0	0.0%
Customer Service Centres		0		0	0	0.0%
Vacancy Management		0		0	0	0.0%
					0	0.0%
Sub Total		69,905	75,189	75,189	-5,284	-7.6%
Client Function						
Council Tax Collection		767,007		723,662	43,345	5.7%
Benefits Administration		2,170,845		2,481,973	-311,128	-14.3%
Revenues Services		375,189		352,284	22,905	6.1%
Sub-Total		3,313,041	3,557,919	3,557,919	-244,878	-7.4%
Contract Payments to RBT		747,447		2,826,404	-2,078,957	-278.1%
Sub Total		747,447	2,826,404	2,826,404	-2,078,957	-278.1%
Benefits Payments		36,797,928		62,176,158	-25,378,230	-69.0%
Sub Total		36,797,928	62,176,158	62,176,158	-25,378,230	-69.0%
Service Totals		46,201,059	74,499,076	74,499,076	-28,298,017	-61.2%

Revenue Outturn

CS SHEET 2 (A)

PROGRAMME AREA: Corporate Services

SERVICE UNIT:

Revenue Outturn 2005/2006 - Net Variance Analysis

	1	2	3	4	5	6
Division of Service Budget		Approved Budget	Latest Revenue Monitoring Report (15/05/06)	Actual Outturn	Under (-) / Over (+) Spending	Under (-) / Over(+) Spending as a % of Approved Budget
Legal Services						
Management		269,080		278,622	9,542	3.5%
Legal Services		842,410		944,498	102,088	12.1%
Legal disbursements		0		0	0	0.0%
Committee Services		360,399		356,136	-4,263	-1.2%
Democratic Representation		153,660		58,969	-94,691	-61.6%
Data Protection		41,914		43,130	1,216	2.9%
Statutory Costs		142,312		142,964	652	0.5%
Light Transport		74,033		76,314	2,281	3.1%
Secretariat		197,737		187,144	-10,593	-5.4%
Members Expenses		1,270,574		1,257,421	-13,153	-1.0%
Town Hall Catering		26,878		33,577	6,699	24.9%
Municipal Elections		150,157		55,103	-95,054	-63.3%
Register of Electors		200,163		220,088	19,925	10.0%
Town Hall Expenditure		7,000		5,492	-1,508	-21.5%
Vacancy Management		-64,755		0	64,755	100.0%
Sub Total		**3,671,562**	**3,721,151**	**3,659,458**	**-12,104**	**-0.3%**
Strategic Human Resources						
Strategic Unit		892,546		888,946	-3,600	-0.4%
Corporate Training		15,298		7,628	-7,670	-50.1%
Administrative Support		26,049		20,242	-5,807	-22.3%
Equal Pay Payments		0		0	0	0.0%
Special Projects		49,321		51,180	1,859	3.8%
Vacancy Management		-24,936		-24,936	0	0.0%
Contract Payments to RBT		304,242		306,419	2,177	0.7%
Sub Total		**1,262,520**	**1,249,408**	**1,249,479**	**-13,041**	**-1.0%**
Strategic Partnerships						
Management		163,492		240,194	76,702	46.9%
Strategic Resourcing Team		756,577		687,279	-69,298	-9.2%
Customer Service Centres		193,443		193,443	0	0.0%
Pensions		186,972		184,916	-2,056	-1.1%
Vacancy Management		-22,197		-31,095	-8,898	-40.1%
Sub Total		**1,278,287**	**1,237,574**	**1,274,737**	**-3,550**	**-0.3%**
Client Function						
Council Tax Collection		-484,391		-384,946	99,445	20.5%
Benefits Administration		-1,900,712		-2,027,414	-126,702	-6.7%
Revenues Services		-375,189		-350,588	24,601	6.6%
Sub Total		**-2,760,292**	**-2,760,000**	**-2,762,948**	**-2,656**	**-0.1%**
Contract Payments to RBT		8,421,697		8,544,121	122,424	1.5%
Sub Total		**8,421,697**	**8,421,697**	**8,544,121**	**122,424**	**1.5%**
Benefits Payments		100,000		-722,895	-822,895	-822.9%
Sub Total		**100,000**	**100,000**	**-722,895**	**-822,895**	**-822.9%**
Service Totals		**11,973,774**	**11,969,830**	**11,241,952**	**-731,822**	**-6.1%**

CS SHEET 3

Revenue Outturn

PROGRAMME AREA: Corporate Services

SERVICE AREA:

Revenue Outturn 2005/2006 - Reasons for Variance from Approved Budget

1 Division of Service	2 Under (-) / Over (+) Spending (£)	3 Under (-) / Over(+) Spending as a % of Approved Budget	4 Key Reasons (for variances +/-£25K or +/-5%)
Legal Services			
Management	9,542	3.5%	
Legal Services	102,088	12.1%	Additional cost temporary legal staff to cover for staff vacancies to ensure service is delive
Committee Services	-4,263	-1.2%	
Democratic Representation	-94,691	-61.6%	One-off savings on running costs.
Data Protection	1,216	2.9%	
Statutory Costs	652	0.5%	
Light Transport	2,281	3.1%	
Secretariat	-10,593	-5.4%	Underspend on salaries budget
Members Expenses	-13,153	-1.0%	
Town Hall Catering	6,699	24.9%	Additional salary and overhead costs not fully recovered by increased turnover
Municipal Elections	-95,054	-63.3%	Planned underspend to offset above pressures
Register of Electors	19,925	10.0%	Additional overtime costs
Town Hall Expenditure	-1,508	-21.5%	
Vacancy Management	64,755	100.0%	Not possible to achieve required vacancy target savings (see above)
Sub Total	**-12,104**	**-0.3%**	
Strategic Human Resources			
Strategic Unit	-3,600	-0.4%	
Corporate Training	-7,670	-50.1%	Underspend on photocopying and reprographics
Administrative Support	-5,807	-22.3%	Additional income from room bookings
Equal Pay Payments	0	0.0%	
Special Projects	1,859	3.8%	
Vacancy Management	0	0.0%	
Contract Payments to RBT	2,177	0.7%	
Sub Total	**-13,041**	**-1.0%**	
Strategic Partnerships			
Management	76,702	46.9%	Additional specialist consultancy costs
Strategic Resourcing Team	-69,298	-9.2%	Staff vacancies and underspend on contracted services
Customer Service Centres	0	0.0%	
Pensions	-2,056	-1.1%	
Vacancy Management	-8,898	-40.1%	Vacancy management target overachieved
Sub Total	**-3,550**	**-0.3%**	
Client Function			
Council Tax Collection	99,445	20.5%	Recovered court costs less than budgeted and additional work completed by RBT
Benefits Administration	-126,702	-6.7%	Additional grant income more than offsetting additional costs incurred
Revenues Services	24,601	6.6%	Income received less than amount budgeted
Sub Total	**-2,656**	**-0.1%**	
Contract Payments to RBT	122,424	1.5%	A shortfall of income on printing unit and on budget for welfare rights and additional negotiated adjustment re 2004/05 contract costs
Sub Total	**122,424**	**1.5%**	
Benefits Payments	-822,895	-822.9%	On-off additional subsidy to be received in 2005/06.
Sub Total	**-822,895**	**-822.9%**	
Service Totals	**-731,822**	**-6.1%**	

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Customer Services & Innovation Cabinet
2.	Date:	12 June 2006
3.	Title:	RBT – School Support
4.	Programme Area:	RBT

5. Summary

The report presents the support and progress of services supplied by RBT to schools.

6. Recommendations

That the information in the report be noted

7. Proposals and Details

7.1. Service by Service Overview

RBT recognises the importance of delivering efficient and effective services to schools. In recognition of the ongoing importance of schools the decision has been made to support a new post which will be a specialist Schools Business Manager. The successful candidate Rebecca Lunghi currently from CYPS was due to commence after her months notice on the 1st June however, in recognition of the requirement for her to be fully involved in the JAR her notice period has been extended and she will now commence once the inspection has been completed.

Once Rebecca has commenced she will become responsible for developing an in-depth understanding of the client's issues along with building and maintaining an excellent relationship with the schools.

7.1.1 HR& Payroll

- HR Forums

HR& Payroll School forums are now held every term and provide the opportunity for schools to raise issues and to hear about the latest improvements being made in the Service Centre. At the last forum the schools representatives were given feedback on issues raised previously (these have been logged on an action plan). Issues included the distribution of funding codes, cut off dates for management information and details of forthcoming training sessions on form completion. The Yourself training for the new sickness absence screens was also discussed. The HR&P Team assured the Forum that passwords would be forwarded soon and mop up training sessions would be available in the forthcoming months.

Document retention has been high on the Forum's list for some time. Schools in particular have asked that medical notes are retained within the school rather than posted to the Service Centre. HR&P has no objection and is currently pursuing this request on behalf of schools with Strategic HR.

Developments since the last Forum have included guidelines published on the intranet to enable schools to calculate pro-rata salaries; this will be supplemented by an electronic calculator which will eliminate the need for the current manual calculation. Mop up training sessions for Yourself Absence Screens will be held early June with a number of schools already booking places and internal changes to processes are being continuously identified during payroll re-engineering aimed at improving the quality of work produced within the Service Centre.

- **Schools Helpline**

This team is being given specific training on schools terms and conditions and also deals with the more complex enquiries which come into the Centre via the helpline. This gives schools the confidence that a single individual is dealing with the more difficult issues and that they're being given a more personal service. Early feedback received on the 4242 helpline was very favourable and indicated

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that it was a real benefit to schools and was proving a worthwhile addition to their communication with the Service Centre.

Team members of the new school's helpline (4242) were introduced to the attendees at a recently held Forum.

- **Schools Visits**

Regular visits are ongoing with schools and these are highlighting a number of new developments. For example, a request to change HR Forum meetings to cluster meetings has been received. The view is that this would make the meetings more accessible, improve attendance and aid developments specific to a school's area.

The visits are proving helpful in fine tuning the communication route from the Service Centre to Schools. Structures are not consistent across schools so where information is directed to the Bursar in one school it may need to be delivered to the Finance Manager in another. Individual visits are helping to pin point the correct contact for each school and build up a more qualified distribution list.

The visits are identifying a number of network issues that need resolving if we are to embrace processes aided by new technology. There are some schools known as the "Rotherham 6" that are not on the RGFL (Rotherham Grid for Learning) network making access limited and others which rely on a dial up facility for accessing the Council's intranet. Dial up will often time out before a form is fully completed adding to the frustration with administrative procedures.

Other issues involve the distribution of payslips. School payslips are posted as a bundle to the school address and then distributed internally. All other Council employees receive their payslip to their home address. A number of schools have had issues with the envelopes either bursting in the post with slips missing or with additional postage being demanded before the envelopes can be received. This process is causing delays in distribution and in some cases additional expenditure. Schools are asking why their payslips can not be posted to employee's addresses in line with other Council employees. This request is being reviewed but it is noted there will be additional cost implications.

- **Newsletter**

Regular newsletters are sent to Schools - these cover things like payroll cut-offs, advice on HR Policies and process changes These are normally sent monthly

Improvements and developments in the last 12 months include:-

- The creation of a Human Resources Service Centre with dedicated teams of Officers to deal with the whole range of issues, including a specific Group dedicated to the needs of Schools.
- The introduction of new and improved computer technology and the increased roll out of electronic processes such as the electronic AP8; Variations to Contracts; input forms and a bespoke Schools Intranet site.
- Access for all Schools purchasing the service to a comprehensive suite of Management guides , via the Intranet , on key HR and related issues.
- Re-engineering/optimising of current HR administrative processes.

- Regular, detailed statistical information and advice in relation to Sickness Absence Management issues.
- Regular scheduled visits to Schools by experienced Officers to deal with ongoing issues and review service delivery.
- Regular updates on key development areas (e.g. Remodelling).

7.1.2   ICT

- **Rotherham Grid for Learning**

The ICT Service provides a support service to the Rotherham LEA and its schools who are subscribing to Rotherham Grid for Learning. The service provides the following facilities:

- Secure filtered internet access
- Email
- Virus protection
- Web Hosting
- Inter-school connectivity

The take-up of this service has been and continues to be extremely successful with 106 Primary / Special schools and 16 Secondary schools.

RBT Schools Connect Team

The Schools Connect team was formed in 2002 and supports over 130 educational establishments throughout the Authority. The team has expert knowledge of pc, Apple Mac and Windows server-based systems. We also have in-depth, specialist knowledge of the CAPITA SIMS\SIMS.net software and Rotherham Grid for Learning (RGfL).

Schools Connect is a multi-talented team. Our staff have a rich pool of ICT knowledge and many years of ICT and CAPITA software experience, in both the Public & Private Sector; the service enables the schools to receive a single managed service for all of their ICT equipment and peripherals

The service the schools receive includes professional advice, implementation and support of approved administrative and curriculum systems. These include applications and services such as CEDAR and Microsoft Office along with support and guidance of the 'Schools' Information Management System (SIMS)

The team also offer advice to schools on all Network infrastructure including Network support, cable management, server support and telecommunications.

When the schools sign up for ICT support we offer an additional service free of charge, this service includes:-
- Telephone advice for general ICT enquiries;
- A Single point of contact through the ICT Service Desk*

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Improvements and developments in the last 12 months include

- Implementation of the Rotherham Grid for Learning (RGfL);
- Increased number of support staff within the Schools Connect team
- Migration of SIMS.net, including full "in house" training courses
- Replaced many admin machines in schools in order for them to run the SIMS.net software

Procurement

RBT offers a professional procurement service which will assist schools to achieve procurement efficiencies and enable them to benefit from competitive prices for goods and services which are consistent both in terms of quality and timeliness of delivery. We achieve this by developing exceptionally high standards of competence and capability within our Best Practice Procurement Team who form an extension of your own business.

We offer two types of procurement service which can be taken separately:

The first is 'catalogue buying' from our Corporate Contracts database which contains products that have already been agreed with key suppliers, schools wishing to take advantage of the pricing offered for specific goods and services may do so completely free of charge. Items in the database will be updated as more Corporate Contracts are let.

The second is a comprehensive quotation / tendering service by our Best Practice Procurement Team comprising:

- Specifications Writing
- Contract Tender documentation preparation and analysis
- Evaluation of responses

This activity is undertaken by experienced professional buyers offering impartial advice based on their extensive knowledge of the market place and a special combination of commercial experience and technical knowledge.

- Reduced costs of bought in goods and services
- A robust, transparent and auditable procurement process undertaken by a skilled resource
- Council standing orders and financial regulations, and EU Directives all correctly applied
- Procurement decisions made on short term price or whole life costs depending upon your business drivers

The schools receive an interface to our contracts database (through Rothernet) and a key contact who will liaise with the specialist buyers on your behalf for all quotations and tendering requirements. As quotations and tenders develop, relevant specialist buyers will lead the liaison for those activities

RBT procurement are receiving many calls on a weekly basis from a high proportion of our primary and secondary schools, whereby procurement advice and guidance is given, in the main surrounding OJEU, financial regulations / standing orders, and contractual issues.

Improvements and developments in the last 12 months include

- Successful Implementation of a number of Corporate Contracts.
- E-Procurement across the Authority.
- Best Practice Procurement team trained in Category Management.
- Extensive knowledge of the supply base.
- Appointment of a Procurement Analyst to manage key information within the business.

8. Finance

The services provided to schools by ICT and HR & Payroll are as negotiated with RBT and the LEA as defined in the SLA for schools. Prices for 2006/2007 are currently under review with all schools been contacted on an individual basis before the end of term, December 2005.

The Procurement service is provided to schools by RBT free of charge through the RMBC Service Level Entitlement.

9. Risks and Uncertainties

Schools have the ability to receive similar services from outside providers and as a result it is important the RBT provide an excellent service to schools which continue to demonstrate value for money.

10. Policy and Performance Agenda Implications

Each service provided to schools has an agreed set of targets. This information can be used to help schools and Governing bodies make informed purchasing decisions and provide evidence of securing value for money.

The latest information from the Audit Commission Survey of Schools (2004) has again indicated an increase in Schools' assessment of the services provided and has rated our service very highly. We aim to continue this improvement.

11.   Background Papers and Consultation

None

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Agenda Item 7

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	**Meeting:**	Customer Services & Innovation Cabinet
2.	**Date:**	12 June 2006
3.	**Title:**	RBT – Performance Update
4.	**Programme Area:**	RBT

5. Summary

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

6. Recommendations

That the information in the report be noted

7. Proposals and Details

Highlights

The RBT partnership has now ended its third operational year and is a quarter of the way through the current contract.

The first three years of the RBT partnership have been focused on delivering around 2/3s of the total BT investment, and the major transformational change and service improvement plans for RMBC, ie, the take-on of services, the implementation of new technologies, the design and implementation of new processes and systems, the service re-engineering, the performance management and the continuous improvement.

The main services taken on by RBT in April 2003 were: ICT, procurement, revenues and benefits, Rotherham Connect, and HR and payroll. All these services have been significantly invested in, re-designed and re-shaped, and all have been improved in terms of customer engagement, service levels, user-friendliness, responsiveness, scope and cost-effectiveness (as measured by customer satisfaction work, SLAs (inc BVPIs), BFI, Audit Commission).

The next three years is now being planned with RMBC. 'Phase 2' as it is known will be about supporting progress on *Our Future.*

The first three years' progress is certainly worth celebrating and, as is now traditional, this was done at the RBT Annual Awards party held at Magna. The recognition of teams and individuals was celebrated with huge enthusiasm. 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). Their support was most welcome and in a way demonstrates how closely RMBC, RBT and Rotherham 2010 work. As usual, a raffle was held and over £1,500 was raised for the Mayor's charities.

Highlights of the last three months have been:

- 96.44% achievement of SLAs throughout the year (93.78% if PR 03 and RB 08 are included in the count)
- Shortlisting of RBT in the 06/07 MJ Awards for Best Public Private Partnership Project (also shortlisted for eProcurement)
- Completion of the 3-year refresh programme across 4000 desktops
- Over 20,000 customer interactions at the town-centre CSC since 24/11/05
- RBT support for RMBC's achievement of Beacon Status for procurement
- £1 million reached in procurement savings returned to RMBC
- eProcurement 'go live' – end-to-end eOrdering to eInvoicing
- Achievement of level 3 of the equalities and diversity standard
- RBT support for RMBC in achieving Fairtrade status
- Your**self** (HR self-service) successfully rolled across all programme areas
- Introduction of the 4242 service for schools in the HR&P service centre
- Implemented paperless direct debits supported by marketing campaign to improve collection rates further
- Introduction of three new payments dates for council tax
- Collection rates: 97.20% on council tax (against an 04/05 upper quartile for mets of 96.90%); 98.73% on NNDR (98.64% 04/05 upper quartile for mets)
- RBT annual awards evening

7.1. Service by Service Overview

7.1.1. Customer Services/Public Access

Rotherham Connect has seen a highly successful year and in recognition of its many achievements the staff this year carried off no less than three out of six awards at RBT's annual awards evening.

Notwithstanding the success of the contact centre in achieving all its SLAs for the period, some of less high profile but as important areas have seen some noteworthy achievements.

The **Registrars** service has introduced yet another new service for the local community. Following on the successful introduction of civil partnerships in December 05, the council is now working in partnership with the Home Office as one of a small number of local authorities in the country offering a Nationality Checking service. The service is provided by the RBT Citizenship Team based at the Register Office, Bailey House and they hope to be able to make life easier for anyone who is applying for British Citizenship. The aim of the Nationality Checking Service is to help reduce any unnecessary delays in the process of applying for British citizenship. For a small fee, a member of the Rotherham Citizenship Team will ensure that all sections of the citizenship application form have been properly completed, that all the correct documents in support of the application are examined, photocopied and certified, and that the correct fees are submitted. Since the service was introduced the team has helped more that 60 prospective British citizens and not just from the local community – people from as far away as Hull and Nottingham have found the service invaluable.

It was a pleasure for RBT to welcome students from Hellaby Academy who are currently studying citizenship as part of their course by arranging for them to attend a citizenship ceremony at Rotherham Register office in March. 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 have become a British citizen. The Mayor of Rotherham, Cllr Hilda Jack, welcomed the new citizens and expressed her pleasure at being able to involve Rotherham's young people in such a significant event. Tutor Andy Macdonald was thankful for the invite, stating: "I feel that the young adults who attended got an insight into something that is important for 'coming together' through both civic and community needs".

A decision by the Insolvency Service to amend its rules, with positive nationwide implications, has its roots here in RBT Connect. Congratulations go to Anthony Dockray in the **Money Advice Service** for his hard work and persistence. Previous rules limited the ownership of cars after bankruptcy to those in work or actively seeking work. Carers who used their vehicles in their caring duties were left out in the cold as the Insolvency Service refused to regard caring as a vocation. However, on the basis of a legal ruling from 1886, Anthony persuaded the Insolvency Service to change the rules. Financial difficulties are too often a fact of life for carers, and this crucial change will allow fairer access to the rights afforded to others in debt.

Finally, congratulations go to the **Revenues and Benefits contact centre** staff who answered over 20,000 calls during the month of March 2006, as a result of over 110,000 council-tax bills and over 43,000 housing and council-tax benefit notification letters being issued to customers. Extra agency staff were recruited to help with

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additional calls and, in conjunction with RMBC's Customer Service and Innovation cabinet sub-committee, the service piloted interactive voice response (IVR). This proved extremely successful in handling the high call volume which achieved an all-time peak on the 21st March when staff answered a total of 1,692 calls in one day. Staff received positive feedback from many customers recognising the "excellent telephone service".

7.1.2. HR and Payroll

The HR Service Centre has recently undergone the first stage of its refurbishment making it more organised, brighter and cleaner and a better place for the staff to work. This investment by RBT has produced a much better working environment for staff and it is pleasing to note that during the reorganisation there was little or no effect upon service users.

In terms of SLA performance, an important area which is being tackled is around payroll processes – these are undergoing a reorganisation. This work will see more electronic timesheets, more discipline around cut-off dates to improve payroll scheduling, improved controls, and more checking to improve accuracy. An enormous effort goes into running payroll every week and month, and excellent results are achieved. However, like all customers, ours are constantly demanding better results. Whilst our error rate is below one percent this is no comfort at all to the person whose pay is wrong. For them it's one hundred percent wrong! We recognise this and we want to work towards seeing that all staff are confident that they will receive their pay correctly and in their bank account on time every time.

Overall, SLA performance in Payroll has not been helped recently by the end-year pressure, the process re-engineering and, in particular, the huge amount of additional work created by the strike.

The other area to highlight within HR&P is the SLA 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). It has been recognised by the client that call volumes have increased significantly against the original baseline which has created a significant call-volume pressure on the front-line service. In an effort to resolve this problem, RBT has taken the decision to fund additional staff whilst a six-month action plan is implemented. With this in mind, a change request has been approved by the client to suspend financial penalties.

In terms of further successes, the deployment of self-serve was completed on schedule before the 31 March 2006 across RMBC 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 2006.

7.1.3. ICT

Performance during the period continued to meet or exceed expectations and we are pleased to report that the annual measures also met their targets, with ICT achieving 100% of its performance targets for the financial year. The service is now geared up to achieve the enhanced performance targets which became effective from April 2006.

April 06 sees the first anniversary of the design studio transferring into RBT. Since last year, a £30,000 investment has enabled the installation of hi-tech software and hardware updates which enables the business to compete on equal terms with both public- and private-sector players. The addition of two new designers and a restructured team, which now includes a production officer, has expanded the skills base and enabled us to further increase quality and creativity levels. We anticipate some good growth through 06/07, particularly now that all council design requirements are channelled through the design studio.

Year 3 of the partnership has seen the successful completion of the first round of the desktop refresh. This is very much a reason to celebrate as, probably for the first time ever, staff throughout the council now work on a standard desktop with up-to-date software and operating systems.

Although the first phase has just ended, it is theoretically time to start the next phase but we are currently working with the council on assessing whether financial savings could be made by pushing the refresh cycle to 5 years. The report will be submitted to the CMT on 12 June.

Finally, within ICT, it is reported that a further trial of 4 of the 5 remote-support staff now permanently based at home has been extremely successful. Staff have demonstrated a 12% productivity gain (allowing one FTE to be re-deployed onto change), more jobs being closed and improved staff morale.

7.1.4. Procurement

The final quarter of the year for procurement ended with a significant number of achievements and saw April getting off to a flying start with the knowledge that our Procurement service had contributed materially to RMBC being awarded Beacon status.

Also during April, the good news continued with clarification that Rotherham had secured Fairtrade Status. RBT Procurement staff were integrally involved in the Fairtrade steering group and they sourced Fairtrade suppliers and products for the procurement online catalogue. In addition, they encouraged Fairtrade suppliers to attend the 2005 and 2006 mayor's coffee morning, where displays were shown and samples of products were available.

RBT contributions around the implementation of eProcurement and Category Management fronts shows just how far the service has come in its ambition to be recognised as a world-class procurement service.

The month got even better when the council received a short-listing for the eProcurement service (under Best Public Private Partnership achievement) and a commendation under eProcurement Achievement of the Year in the national MJ Awards.

Performance of the service has also seen a significant achievement around PR03 (BVPI8 – payment of invoices within 30 days). This saw a year-end high in terms of performance of 96% (against a top-quartile figure of 94.26% for metropolitans).

After a thorough review of the SLA suite for Procurement, which was instigated and led by the council's client team, a new more meaningful set of SLAs has now been agreed with RBT. It was hoped that this would be in place for the reporting of April's performance. However, this was not achieved and therefore the more stringent enhanced service levels commenced. Due to the massive rise in targets another two of the SLAs have been reported as failed. There will be no financial penalties incurred for these SLAs as the new, mutually agreed SLAs will be in place imminently and a clawback of underperformance would not be possible.

The final quarter saw the agreement being reached with RMBC on the difficulties surrounding the available procurement spend. A way forward on both outsourcing and construction savings was agreed.

During 05/06, just under £500k of cash savings was returned to the council; this takes the figure past the £1 million mark since the inception of RBT.

7.1.5. Revenues & Benefits

Revenues and Benefits has again seen a successful year and as we move into the new financial year it is worth remembering some of the highlights of 2005/06:

- CPA – 4-star rating maintained for the second year running;
- IRRV Benefits Team of the Year – finalist;
- *My Customer* Challenge Cup – semi-finalist; and
- Guardian Public Service Award winner for homeworking

The service is currently preparing for this year's self-assessment; supporting evidence must be returned to the BFI by 30 June 2006. We are confident that we will again maintain the 4-star rating.

It is recognised by the client that a number of our local SLAs mirror national BVPIs, some of which are currently under debate (nationally). As a result, RBT has submitted a request to suspend penalties in these cases; some have been approved by the client with discussions continuing around the remaining SLAs.

The main areas of underperformance are detailed below:

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: 1) change in the regulation where cases normally dealt with as 'new claims' have been re-defined and transferred into this measure; 2) the impact of the Sx3 software amendment.

With regard to the Revenues and Benefits annual measures, there was what looks like 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 (against an 04/05 upper quartile for mets of 96.90%). RBT is working with Corporate Services to rectify this for the next financial year.

RB11 (% of recoverable overpayments (excluding council tax benefit) that were recovered in the year).

The original SLA target was set based on previous inaccurate performance data being reported from the Sx3 iWorld benefits system. From January 2005, a software fix was implemented to resolve this and reporting became accurate (against an inaccurately set SLA target). Due to the software change it appears that performance has subsequently dropped. However, in reality performance for this measure is on track and in cash terms has exceeded all previous performance.

On a final note, the revenues annual billing and benefits annual up-rating were completed on schedule. And following the direct-debit promotion in February/March 2006, it is pleasing to report that 50% of all council-tax payers now pay their council tax by direct debit. In addition, following a benefits take-up initiative as part of the annual billing and up-rating, 560 additional requests for benefit claim forms have been received and processed.

In addition to the above, cash or cheque-paying customers can now pay on 4 different dates in the month – 6th, 13th, 20th and 27th. This change to instalment dates was undertaken proactively such that the service to customers could be improved, which in turn will impact positively on collection rates.

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 has now completed the Level 3 portfolio for equalities and has provided all the evidence required for when the auditors come in during May/June. Work has also started on the impact assessments, with three being completed so far.

7.2.2. Investors In People

RBT continues to be integrally involved with the council's IiP programme and continues to fund two members of staff to become internal reviewers and therefore part of the RMBC internal review team. A small internal review is taking place during May so that the council can get an idea of whether we will meet the new standard when we are externally reviewed in 2007.

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.

The PDR process is currently underway in RBT with services working hard to meet the deadline of getting all PDRs completed by the end of June.

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 arrangement within the council won the Guardian Public Service Award 2005.

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.

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. Meetings during April that included RBT, the client and programme area complaints officers discussed the best way forward and solid plans are now in place for a corporate system to be introduced by the end of June.

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. Interviews for this post were held during April and we are pleased that Rebecca Lunghi from CYPS will join RBT. Rebecca is to join RBT after the JAR has been completed.

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 – SLA arrow report

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RBT Connect Ltd
Procurement Service

KEY

|			
⬆	Overperformance of SLA	⬌	Performance of SLA on target
⬇	Slight Underperformance of SLA	⬇	Performance requires immediate action

rbt
rotherham
brought together

SLA Ref	Measure	Service Measure Type	Comparative BVPI	Upper Quartile figure	Service Target	Enhanced target and effective date	RBT Feb-06	RBT Mar-06	RBT Apr-06	Comments
					Target	Target	Actual	Actual	Actual	
01	% of non ordered invoices authorised for payment within 5 business days	Performance (M)	N/A		99%	99% - 01/04/2006	⬆ 99.00%	⬆ 99.0%	⬆ 99.00%	
02	% of transactions for which the requisition to purchase order confirmation is completed within 1 working day	Performance (M)	N/A		90%	90% - 01/04/2006	⬆ 68.00%	⬆ 72.0%	⬇ 68.00%	A high volume of reqs were rec'd during March which related to the new financial year. These couldn't be processed until April which kept performance down. This is likely to be similar performance in May due to loss of man days for RFQ and CIPS training.
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	⬇ February = 95% (Rocc 97% Popps 95%)	⬇ March = 96% (Rocc 97% Popps 96%)	⬇ April = 95% (Rocc 91% Popps 95%)	Performance continues on track for this sla, however, performance may be affected durong May due to the loss of man hours as stated above.
04	% of transaction through the electronic purchase to pay system	Performance (M)	N/A		20%	95% - 30/09/2004	⬆ 100%	⬆ 100.0%	⬆ 100.00%	
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	⬆ 80.00%	⬆ 78.0%	⬆ 74.00%	
07	% of orders placed against electronic catalogue framework agreements	Performance (M)	N/A		65%	65% - 01/04/2006	⬆ 13.00%	⬌ 10.0%	⬇ 11.00%	This is beyond RBT control as the catalogue usage is determined by the needs of the council at any one time.
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		80%	80% - 01/04/2006	On hold	On hold	On hold	

RBT Connect Ltd
<u>**Revenues & Benefits Service**</u>

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SLA Ref	Measure	Service Measure Type	Comparative BVPI	Upper quartile figure	Service Target	Enhanced target and effective date	Feb-06	Mar-06	Apr-06	Comments
					Target		**Actual**			
01	Statutory returns by due date	Performance (A)	N/A	N/A	**100.00**	01/04/03	Annual measure	⬆ 100%	Annual measure	
02	% of Council Tax collected for the year	Threshold (A)	BVPI 9	98.29%	**98.00%**	98% - 01/04/2006	Annual measure	⬇ 96.72%	Annual measure	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%	**99.00%**	99% - 01/04/2006	Annual measure	⬆ 98.73%	Annual measure	
04	The number of claimants visited per 1000 caseload	Performance (A)	BVPI 76.1	310.45	**211**	01/04/04	Annual measure	⬆ 252.75	Annual measure	
05	The number of fraud investigators employed per 1000 caseload	Performance (A)	BVPI 76.2	0.44	**0.2**	01/04/04	Annual measure	⬇ 0.18	Annual measure	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	⬆ 3.16	Annual measure	
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	⬆ 73.71 days	Quarterly measure	
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	⬇ 34.49 days	Quarterly measure	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	⬆ 13,800	Annual measure	
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	⬆ 99.20%	Quarterly measure	
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	⬇ 38.58%	Annual measure	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	⬇ 97.14%	Annual measure	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	⬆ 96.74%	Quarterly measure	
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	⬆ 91.65%	Quarterly measure	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	**45.20%**	45.20% - 01/04/2006	Annual measure	⬌ 44.70%	Annual measure	
16	10% minus year end write offs as a % of collectable debt	Performance (A)	N/A	N/A	**9.73%**	9.73% - 01/04/2006	Annual measure	⬆ 9.80%	Annual measure	
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	⬆ 113.46 (6.54 mins)	⬆ 111.50 (8.5 mins)	⬆ 111.69 minutes (8.31)	

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HR & Payroll Service

SLA Ref	Measure	Measure type and frequency	Comparative BVPI	Service	Enhanced Service target and effective date	RBT Feb-06	Mar-06	April 06	Comments
				Target		**Actual**			
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)	⬇ 99.46%	⬇ 99.45%	⬇ 98.15%	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%	⬇ 94.17%	⬇ 94.23%	The employee who normally processes P45's is off sick and therefore this task has had to be absorbed by other members of the team. Unfortunately, this resulted in the sla not being met during March and April.
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	⬆ 100.00%	⬆ 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	⬆ 100.00%	
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	⬆ 100.00%	
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)	No data available	⬆ 100.00%	No data available	This has now commenced with HR managers monitoring 25 calls per month. However, during April, 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)	⬆ 100.00%	⬆ 99.59%	⬆ 96.13%	
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%	⬇ 99.39%	One advert missed the deadline this month. That occurred as a direct result of the resignation of an employee. This problem will not reoccur.

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HR & Payroll Service

SLA Ref	Measure	Measure type and frequency	Comparative BVPI	Service	Enhanced Service target and effective date	Feb-06	Mar-06	Aprl 06	Comments
				Target		**Actual**			
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)	⬇ 54.20	⬇ 57.69%	⬇ 67.36%	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	⬆ 100.00%	⬆ 100.00%	The actual performance reported relates to establishment and staffing levels.
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

RBT Connect Ltd
<u>**ICT Service**</u>

SLA Ref	Measure	Measure type and frequency	Comparative BVPI	Service Target	Enhanced Service target and effective date	RBT			Comments
						Feb-06	Mar-06	Apr-06	
						Actual			
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	92.20%	93.88%	94.38%	
02	Average % of calls not abandoned over an agreed measurement period	Performance (M)	N/A	92%	01/04/04	97.56%	98.81%	98.80%	
03	Internal Fault resolution - % of in-scope service requests resolved within agreed time scale	Threshold (M)	N/A	95%	95% - 01/04/2006	99.02%	98.44%	98.58%	
04	Fault resolution external - Supplier - % of in scope service requests where a restoration plan has been provided within agreed timescales	Threshold (M)	N/A	95%	95% - 01/04/2006	100.00%	Nil Return	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	95%	95% - 01/04/2006	On hold	On hold	On Hold	
06	Print of payslips in line with the agreed timescales	Performance (M)	N/A	99%	99% - 01/04/2006	100.00%	100.00%	100.00%	
07	The % availability of business critical applications and technology - Email	Availability (M)	N/A	99%	99% - 01/04/2006	100.00%	100.00%	99.99%	
08	The % availability of business critical applications and technology - Crisp/Swift	Availability (M)	N/A	99%	99% - 01/04/2006	99.93%	99.86%	100.00%	
09	The % availability of business critical applications and technology - OHMS/ROCC	Availability (M)	N/A	99%	99% - 01/04/2006	100.00%	100.00%	100.00%	
10	The % availability of business critical applications and technology - Flare	Availability (M)	N/A	99%	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	99%	99% - 01/04/2006	100.00%	99.84%	100.00%	
12	The % availability of business critical applications and technology - Web (internet & intranet including internet service provision)	Availability (M)	N/A	99%	99% - 01/04/2006	99.99%	99.99%	99.98%	
13	The % availability of business critical applications and technology - File & print servers centralised	Availability (M)	N/A	99%	99% - 01/04/2006	99.89%	99.68%	99.94%	
14	The % availability of business critical applications and technology - File & print servers distributed		N/A	85%	85% - 01/04/2006	99.75%	99.92%	99.73%	
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	100.00%	100.00%	99.99%	
16	The % availability of Business Critical Applications and technology - Telephony	Availability (M)	N/A	99%	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	95%	95% - 01/04/2006	99.80%	100.00%	98.70%	
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	100.00%	Nil Return	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	95%	95% - 01/04/2006	99.47%	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	98.08%	96.55%	No Faults	
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	25.97%	Annual measure	
24	% of Pc's operating latest or previous release of desktop software or otherwise by agreement	Threshold (A)	N/A	60%	60% - 01/04/2006	Annual measure	99.00%	100.00%	
25	% of desktop faults resolved remotely	Performance (M)	N/A	60%	60% - 01/04/2005	68.70%	60.53%	64.37%	
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

RBT Connect Ltd
Rotherham Connect Service

SLA Ref	Measure	Service Measure Type	Comparative BVPI	Service Target	Enhanced target and effective date	RBT			Comments
						Feb-06	Mar-06	Apr-06	
				Target		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	95%	95% - 1/4/06	⬆ 100.00%	⬆ 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	85%	85% - 1/4/06	⬆ 98.13%	⬆ 98.13%	⬆ 99.38%	
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	80%	80% - 1/4/06	⬆ 98.57%	⬆ 95.36%	⬆ 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	70%	70% - 1/4/06	⬆ 84.54%	⬆ 83.07%	⬆ 86.69%	
05	Average % of calls not abandoned over an agreed measurement period	Threshold (M)	N/A	90%	90% - 1/4/06	⬆ 95.18%	⬆ 94.97%	⬆ 95.86%	
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	80%	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	95%	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	80%	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	85%	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	90%	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	80%	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	99%	99% - 1/4/06				Agreed with client this measure is to be replaced once the CSC client is in place

Agenda Item 8

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Customer Services & Innovation Cabinet
2.	Date:	12 June 2006
3.	Title:	RBT Risk Management – EOY Report
4.	Programme Area:	RBT

5. Summary

This is an end of year report highlighting the major risks in RBT and the actions being taken to mitigate those risks. This report addresses Cabinet Member's responsibilities to ensure that all partners are managing business risks thoroughly and appropriately.

6. Recommendations

To consider and comment on the partnerships major risks.
To note the progress made in implementing risk management actions
To note the impact of those mitigating actions

7. **Proposals and Details**

In line with good practice, RBT has implemented a policy which describes the way in which risks will be identified, evaluated and managed within RBT. Whilst the use of a risk management tool is being assessed the process in place is paper-based and will be used until such time as an automated tool is introduced and accepted by the business. The guidelines are based on the OGC 'Draft Guidelines for Managing Risk', PRINCE 2 and the Institute of Risk Management's standard adopted by BT.

Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). The task of risk management is to ensure that RBT makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks, their likelihood and their potential impacts.

Risk management involves having processes in place to monitor risks; access to reliable, up-to-date information about risks; the right balance of control in place to deal with those risks; and decision making processes supported by a framework of risk and evaluation.

Effective risk management for RBT will help to improve performance by contributing to:

- better service delivery
- more effective management of change
- more efficient use of resources
- better project management
- minimising waste, fraud and poor value for money
- supporting innovation

RBT evaluate risks by assessing probability and impact of individual risks, taking into account any interdependencies or other factors outside the immediate scope under investigation. RBT utilise a 5 by 5 scoring matrix as defined in Appendix 1 with each risk been assessed in terms of probability and impact.

Four types of impact have been evaluated:

- Management effort
- Cost of benefit
- Reputation
- Performance

The system examines a number of factors to produce an assessment of
Red – High Risk (numbered 25 to 32), Amber – Medium Risk (18 to 24), or Green – Low Risk (7 to 17).

Each risk has been assessed twice: firstly, on the current position, based on the control measures presently in place secondly, at a time in the 'future', assuming a series of risk management actions have been put in place. By carrying out the risk management actions, RBT aims to reduce its risks down to a minimum of Amber (medium risk) and preferably Green (low risk) compared to the current position. It should be noted that some actions are completed by an agreed date and others may be ongoing.

Additionally, Members will be aware that risks are constantly changing, due to political, social, economic and legislative influences and audit and inspection outcomes. The RBT Management team are responsible for identifying new risks applicable to the services delivered and for updating the risk registers on a monthly basis.

7. Finance

RBT has a 12 year business plan and along with achieving the partnerships key objectives we have formulated and aligned its Service Plans to achieve the Councils corporate priorities. The risk registers are aimed at mitigating any risks which could prevent those objectives from being achieved. Every effort has been made to capture risks and costs but as these are subject to change it is possible that some other risks may be identified that may trigger

9. Risks and Uncertainties

Rotherham has the opportunity to achieve 4 star / excellent status in 2006. A key action to help in achieving this is the proactive management of significant risks.
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10. Policy and Performance Agenda Implications

Risk Management is part of Good Governance and very important to high scoring on the Use of Resources CPA assessment.

11.   Background Papers and Consultation

None

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Appendix 1

PROBABILITY (Likelihood)				1	2	3	4	5
Event will almost certainly occur	Almost Certain	5		19	23	27	31	35
Event is more likely to occur than not	Likely	4		16	20	24	28	32
Event is fairly likely to occur	Moderate	3		13	17	21	25	29
Event occurrence is low but not impossible	Unlikely	2		10	14	18	22	26
Event is extremely unlikely, or virtually impossible	Rare	1		7	11	15	19	23
				1	**2**	**3**	**4**	**5**
				Minor	**Moderate**	**Significant**	**Major**	**Catastrophic**

	1 Minor	2 Moderate	3 Significant	4 Major	5 Catastrophic
Management Effort	Resolution would be achieved during normal day to day activity	Resolution would require input from RBT Senior Management Team	Resolution would require input from RBT Board or BT Corporate group	Resolution would require the mobilisation of a dedicated project team	Resolution would require input from the BT Board
Cost or Benefit	<£50k	£50k - £250k	£250k - £500k	£500k - £5m	>£5m
Reputation	Knowledge of event contained within RBT	Customer is informed / becomes aware of event or an informal complaint is received	Event is reported in industry publications / local press and / or a formal complaint is received	Extended negative reporting in industry publications / press and / or dispute with customer	Negative national media coverage and / or termination of contract with major customer
Performance *	On target with minor problems	Target(s) in jeopardy	Some target(s) will not be met	Several / significant target(s) will not be met	Several / significant target(s) will not be met for several months

IMPACT (Severity)

R	Further action needs to be immediately considered / taken and risk requires reporting
A	Further action needs to be considered / taken
G	Requires monitoring and regular review

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Service Area	Risk Ref #	Impacts Milestone #	Risk Description	Impact Description	Planned Risk Treatment	Net Risk Score
Procurement	TR2	6, 10	Supplier resources are outside our control. The Implementation timescale is dependent on their availability to make their configuration changes	This is not in our direct control and may delay the benefit realisation	31/12 Cedar's response from suppliers for test files slower than expected. Lisa Yates assigned as co-ordinator specifically briefed to get Buyers/Suppliers talking and engaging with Cedar.	28
ICT	ICT/O/T5		Attack against web servers	Loss of systems and/or services	Regular patching regime implemented/comprehensive and up-to-date documentation/secure password procedures	24
ICT	ICT/O/E02		Central Library houses backup devices and tapes this is too close to Civic for resilience	Loss of all Servers and data backups caused by same event	2nd data centre away from town centre location	23
ICT	ICT/O/E02		Widespread loss of power	All systems would have to shutdown if outage was more than short term	Ensure UPS are in place on critical systems and batteries are periodically checked.	23
ICT	ICT/O/E06		Loss of voice/data connection between buildings caused by damage to Council owned cables	Loss of connectivity to one or more major Council offices	Create secondary data transmission route either underground or wireless	22
Public Access	19		Council programme areas do not buy in to what the RMBC customer service programme is trying to achieve and therefore cause delays	Programme delayed. This is a risk for RMBC	Any problems encountered will be escalated to the PA client. The management of the council programme areas and communication to them is the responsibility of RMBC	22
Procurement	TR22	10	The benefits case is dependent on successful eInvoicing with utility suppliers. We have no buyer/Supplier relationship to leverage and getting them engaged is slow.	We are dependent on getting NPower and Telewest and York Water in the First wave. Only YW has responded. 9k out of 11k of invoices is at risk. (1.2fte)	We have ramped up operational management attention to chase these suppliers. Transformation has met with Facilities Mgmt to find alternative contacts/approach.	21

RISKS

Category	ID	Risk	Consequence	Action	Score
Public Access	6	Lack of direction on approach to delivering multiple channels	Existing flaws (differing SLAs; solutions; handover points etc) will be perpetuated; re-work of processes will be required; additional releases will be required.	An enabling strategy is to be developed in discussion with the Council. Brokered by BA and E gov community	21
Procurement	OR3	Procurement staff skills are insufficient to meet future requirements	Impacts on ability to meet future obligations without reliance upon external expertise	Work shadowing, training, according to Departmental training plans and Individual training plans. Professional training provided by DLC.	20
Public Access	17	Council do not resolve it's funding issues	The transformation programme will not be funded and RBT will take a hit on the costs	RMBC have capital bids in which will be used to fund the payments to RBT. Also funding is being sought from the programme areas to fund the staff take on. 05/04/2005 Council have paid towards the technology investment	20
Public Access	18	RBT stake holders do not agree with design for the CSCs	RMBC expectations are not met	The production of the revised SIP will have input from all the teams involved in delivery. This will be agreed by all before it is then approved by the client.	19
Public Access	16	Currently Change Control Process does not integrate with Programme/Project Impact assessment	Changes accepted without understanding the impact to the rest of the programme.	All Changes received will be impact assessed by the programme manger before they are accepted. 05/04/06 The impact of changes will be reviewed against the SIP and the impact will be communicated to the client.	18
Public Access	2	Split priorities across project and operational demands within Siebel Team.	Insufficient resource to support programme work	The new plan that is being developed takes account of the resource that is available for development and the plan will be built accordingly to ensure delivery to timescale for generic Siebel solution.	18
Public Access	4	Volumes of enquiries received in CSC will exceed capacity. Volumetric data is inconsistent and demand may rise	Existing SLA not met and this will result in financial penalties and reduced customer satisfaction levels.	Monitor demand, agree service baselines prior to service start and assess impact to any existing services	18

Area	Ref		Risk	Impact	Jan Update	Score
ICT	TR2	P54	Uncertainty about future of 2010 sites.	Potential loss of printing revenue	**Jan Update:** Ensure any costs from Desktop Printing are passed on to 2010 if contract with RBT is terminated	17
Public Access	1		No clear direction on priority of services to be implemented post March 06.	The revised plan is being produced and the client has given us a high level steer on when they would like each service to be available; low level priorities within these services have not been provided by the client and have therefore been assigned to work by RBT which may result in the new plan giving later dates than expected by the client.	Customer Programme Board verification of priorities, if dates are later than required additional resource may be brought in to improve the timeline but this cost would then need to be bourne by RMBC. 05/04/2006 Timeline of service delivery has been included in the SIP, this will form part of the discussions with the client	17
Public Access	10		No Back-Office Training ownership has been assigned for public access programme deliveries		Possible opportunity for RBT to propose a back office training team. Charna has been proposed for front office training; extended role within team for back-office would require some funding	17
Public Access	5		Siebel client In-Compatibility with XP SP2	extra costs incurred from the desktop team	Siebel technical team will need to identify a solution which may have cost implications. 05/04/2006 A business case is being written as upgrading Siebel to 7.7 would enable the PC's to work on SP2	17
Public Access	19		Backoffice (professional) reengineering may be done by the programme areas themselves	Delay to programme	Discussions are underway with Tom Cray and Adam Wilkinson to see if RBT can pick up this work.	17
Public Access	20		No funding for BPR or transformation team post March	Programme stops	A CR has been raised for the BPR team which is being discussed at CMT on the 17/2. A further CR will be raised on the back of the revised SIP for the transformation team. 05/04/06 CR has been agreed	15

Department	Ref		Risk	Impact	Mitigation	Score
Procurement	TR17	10	Four high volume suppliers who indicated readiness for e-invoicing in questionnaire responses have told the buyers they are unwilling to collaborate until their tender status is clear.	Delay to benefit realisation if target Suppliers do not send test files and start collaborating	Procurement Manager and Co-ordinator to re-inforce the message to buyers that engagement on e-invoicing will not be allowed as a Tender bargaining ploy. Risk to timescale is only partially mitigated	14
Procurement	TR23	10	To get benefit from our major utility suppliers BT and NPower, we need to depart from the process model agreed with Internal Audit	We may not get early audit approval to a process that has changed to include internal file handling or manipulation	Meet with Internal audit to review revised process	14
Revs and Bens	SR9		The volumes of unsecured databases within the service	Potential loss of data	Identify all databases and implement necessary security measures	10
Revs and Bens	SR10		Failure of new E Benefits software to integrate fully with current Comino workflow process maps	Ability to meet service targets	Monthly liaison meetings with e benefits team around workflow	10
Revs and Bens	SR11		Decommissioning of existing RATS and subsequent failure to implement RAT Replacement project on target	Impact on RB07 and RB08 due to extended time taken to meet evidence requirements	Formal project management approach to the implementation with key roles and responsibilities allocated	10
Revs and Bens	SR12		Failure to implement new SX3 letters suite and removal of existing letters suite from the system	Ability to meet legislative requirements to notify all decisions to customers in writing in accordance with Schedule 6 of the regulations.	Formal project management approach to the implementation with key roles and responsibilities allocated	10
HR&P	HRP01		Security and Data Protection	The HR Service Centre is an open and insecure environment. Failure to meet the requirements of the Data Protection Act.	Introduction of swipe card technology to restrict access only to HR Service Centre employees.	10

Agenda Item 9

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member for Customer Services and Innovation Cabinet Member for Lifelong Learning
2.	Date:	12th June 2006 and 20th June 2006 respectively
3.	Title:	Schools PFI Project Update: Spring/Summer 2006
4.	Programme Area:	Corporate Services

5. Summary

The Schools PFI Project involves a partnership between the Council and Transform Schools (Rotherham) Ltd. The contract includes the rebuilding/refurbishment of 15 schools and their facilities management for a period of 30 years from 1st April 2004.

By the end of December 2006, the project will provide:-

- New schools for Coleridge, Ferham, Kimberworth, Maltby Crags Infant, Maltby Crags Junior, Meadowhall and Thornhill Primaries;
  and Winterhill, Wingfield and Wath Secondaries.

- Part new build and refurbished schools at East Dene and Wath Central Primaries;
  and Clifton, Thrybergh and Wickersley Secondaries.

- Additionally, extended school use will be provided as follows:- new Key Young Person's Centres will be provided at Thornhill Primary and Wath Secondary; and significantly refurbished centres at Wingfield, Clifton, Thrybergh and Winterhill Secondary Schools.
  SureStart facilities at Ferham, Thornhill and Wingfield.
  Space for Sports and Arts facilities at Ferham.
  Children's Centres at Coleridge and Kimberworth.
  Clifton Project facilities at the Cranworth Road site.

6. Recommendations

It is recommended that progress on the Schools PFI Project is noted.

7. Proposals and Details

Construction

The following schools have been completed and reported previously:-

- Thornhill Primary and Young People's Centre.
- Ferham Centre including Primary School, SureStart and Space for Sports and Arts.

- Wath Comprehensive - A Language College.
- Maltby Crags Junior School.
- Maltby Crags Infant School.
- Wingfield Comprehensive Comprehensive.
- Clifton, A Community Arts School (Lower), which now allows all the pupils to be accommodated on the Middle Lane site.
- New block including main school reception, classrooms, main hall and offices at Wickersley Comprehensive School and Sports College.

The project continues to progress well with nine full schools now operating on Full Services with further successful handovers for the start of term in (a) January 2006 of:-

- **Winterhill School**
- **Clifton Upper - ADT Block** (Cranworth Road site)

And at Easter 2006 of:-

- **Thrybergh Comprehensive.**
- **Wath Central Primary,** incorporating Wath Park Infants

Construction is now underway at all remaining school sites and is summarised as follows:-

- **Clifton Upper/Cranworth Road site** - The new build sports complex started in April 2006 for completion in December 2006.
- **Wickersley** - The next phase is underway and the full school is on target for completion by September 2006.
- **Coleridge Primary and Children's Centre** - Due to uncharted asbestos in the existing building, the main building start was delayed by approximately 7 weeks but every effort is currently being made to achieve the original completion date of September 2006.
- **East Dene Primary** - Started September 2005 and is due for completion for September 2006. The whole school moved into the Clifton Upper School building following adaptation during Summer 2005. This was to allow their existing school to be renewed and remodelled in a safe and more efficient manner.
- **Meadowhall Primary** - Started July 2005 and due for completion for September 2006.
- **Kimberworth Primary and Children's Centre** - Started September 2005 and due for completion for September 2006.

Facilities Management

Haden Building Management Ltd. has now provided services to the 17 schools within the PFI project for 2 years. The Helpdesk received 370 calls in January, 325 in February, 495 in March and 251 in April 2006.

49% of calls related to the repair of the building fabric. This reflects the interim stage of the contract since all the unfinished schools are still maintained at the Council's cost until full service delivery and the full Unitary Charge is paid. 22% of calls are recorded as vandalism – this could reflect the attractiveness of schools on/next to construction sites.

Service monitoring relies on a performance measurement system. When Haden has not complied with the fulfilment of key performance indicators, service deductions or unavailability deductions are made. From September 2004 to March 2006, a total amount of around £66,700 has been deducted by the Council for service faults and availability failures. This reflected a poor start by Haden who have since increased their staff levels significantly and have reduced the monthly deductions considerably (£l,700 in period January to March 2006). Deductions are currently helping to fund Interim Services repair items and particularly vandalism costs.

An Audit Commission reported on "The Contract and Performance Management of the Schools PFI Project" in September 2005 with an Action Plan to address the recommendations of the Inspectors. The Action Plan had nine recommendations with agreed dates for implementation between September 2005 and January 2006 - all have been implemented by the due dates.

Building Learning Communities Ltd. (BLCL)

BLCL has responsibility for community provision, including the arrangements for lettings. Through the General Manager, the company has assumed full responsibility for lettings from September 2005. This has worked well with both schools and users getting used to a new system. One of the key aims of the project was to expand community use and the not for profit company is now making real progress in achieving this aim.

Awards

The project won "The Best Operational Education Project" at the Public Private Finance Awards 2006 in London in May 2006 and is a finalist in the Municipal Journal Local Government Achievement Awards 2006 for "Public Private Partnerships Achievement of the Year" in London in June 2006.

8. Finance

The Council was awarded £71.4m of PFI credits from the DfES as a contribution towards the costs of the scheme. The remainder of the funding derives from the premises related parts of the schools delegated budgets, other capital funding and the Council itself. Transform Schools receives a monthly unitary payment from the Council which began in April 2004. However the payment is based on the schools reaching full services availability, and the full unitary payment will not be reached until 2007/08 when all the schools will be complete and operational. The current Capital expenditure total from all sources is £96m.

9. Risks and Uncertainties

The risks and uncertainties relate both to any delays in the actual construction process and also lack of service quality/delivery in the facilities management operation of the schools.

10. Policy and Performance Agenda Implications

Rotherham Schools PFI Project contributes significantly to all priorities in the Rotherham Community and Corporate Plans.

Rotherham Learning:	The project supports all who are striving to fulfil their learning potential. This includes both pupils and the wider community.
Rotherham Achieving:	The project supports up to 10,000 young people at any one time to lay the foundations for their economic success. It is a truly regenerative project.
Rotherham Alive:	Both the buildings and their ongoing contract will contribute to cultural and leisure activities for schools and their local communities, Building Learning Communities Ltd. will ensure access for the community to these excellent opportunities.
Rotherham Safe:	The project will always maintain safe, dry and warm building, where Rotherham people will feel both comfortable and challenged to fulfil their potential.
Rotherham Proud:	The whole community will feel proud of these excellent and accessible buildings, contributing to the heart of the vision for the Council and the Local Strategic Partnership.
Sustainable Development:	The project contributes to sustainable development by the provision of modern, energy efficient buildings, maintained to a clear output specification.
Fairness:	All of the services within the buildings will give equality of opportunity to the schools local communities.

11. Background Papers and Consultation

Cabinet Member and Advisers, Education, Culture and Leisure Services, 30th September 2003, 16th March 2004, 6th July 2004, 14th December 2004, 22nd March 2005.

Cabinet Member for Lifelong Learning, 12th July 2005, 1st November 2005.

Lifelong Learning Opportunities Scruntiny Committee, 22nd March 2004, 26th July 2004, 21st December 2004, 21st March 2005.

Customer Services and Innovation Cabinet Member, 7th November 2005.

Audit Committee, 16th November 2005.

Cabinet Member for Customer Services and Innovation, 12th December 2005

Cabinet Member for Lifelong Learning, 13th December 2005

Contact: Keith Thompson, Acting Head of Strategic Partnerships, Corporate Services   Tel. 01709 336536

ROTHERHAM METROPOLITAN BOROUGH COUNCIL

NOTES OF THE
COMMUNICATIONS AND MARKETING GROUP MEETING

HELD ON THURSDAY THE 13th APRIL 2006

Present:
Tracy Holmes, Head of Corporate Communications and Marketing (Chair)
Siyra Ayub, Internal Communications Officer, Corporate Comms and Marketing
Fabienne Cotte, Marketing Manager, Culture and Leisure Services
Ray Globe, Communications Officer, Children and Young People's Services
Tracy Godfrey-Davies, Administration Assistant, Corporate Comms and Marketing
Emma Kirkwood, HR Officer, Employee Involvement, Resources
Tony Sanderson, Communications Officer, Adult Social Services
Clark Herron, Communications Manager, Economic and Development Services
Mark Leese, Customer Services Officer, Resources
Jen Floy, Performance and Quality Officer, Chief Executive's Department

1.   WELCOME, INTRODUCTION AND APOLOGIES

Apologies were received from:
Councillor Ken Wyatt, Cabinet Member for Customer Service and Innovation
Lee Adams, Assistant Chief Executive
Veronica De'ath, Information Manager, RBT
Marie Hayes, Commercial and Promotional Services Manager, Culture and Leisure Services
Dawn Price, Consultation Officer, Chief Executive's Department
Julie Roberts, Town Centre and Markets Manager, Economic and Development Services
Phil Rogers, Strategic Leader, Culture and Leisure Services

2.   MINUTES OF THE LAST MEETING

TH apologised for late distribution of the minutes of the last meeting.

Matters arising were as follows:-

- **Employee opinion survey going out on the 5th of June**, for a three-week fieldwork period. Will also be publicised through Unite, posters, briefings, etc.
- Progress towards a new radio station for Rotherham was noted.
- **Staff awareness of Vision themes – SA** will be circulating staff new vision posters to Programme Areas for display in prominent areas.
- List of group members with correct job titles has now been updated on the intranet.

- **RBT** have put forward **Dave Lester** as their representative on the group**. Dave has asked for the group's Terms of Reference so it can be best determined who should attend future meetings**
- **Newsnight coverage of Eastwood –** limited coverage so far was discussed, along with the process for gathering intelligence and providing appropriate RMBC input to the programming, where required
- **The April/May issue of RCM** due to go to print imminently.
- **Nomination for the LGA Employee of the year award has been submitted** –using the RMBC Heart winner as agreed.
- Tony Sanderson was congratulated on his new post as Customer Services Centre Manager with RBT. The responsibilities of his current post will be split between two/three people, with no full-time communications post for the Programme Area. TH said she was both disappointed and concerned at this. TS said that initially Jane Dixon may attend the group meetings.
- Siyra is likely to be leaving the corporate team at the end of June to take up a new appointment with Bedfordshire Police.
- Steph Cunningham is the new editor or Rotherham Council Matters, replacing Steph Pollard and working part-time.

3. UPDATE ON THE TOWN CENTRE BIG SCREEN

Sarah Griffiths from the BBC is the new town centre big screen manager for Rotherham. Sarah managed the Manchester screen for three years. She had been due to attend the meeting to meet group members and update on progress, but was on sick leave. TH therefore updated the group with information provided by the Town Centre team.

Legal arrangements between RMBC and the BBC were currently being finalised and details were not yet in the public domain. However, the team was working towards a formal launch end May/1st June, with links to big screen events and live links being held around the country.

The screen supplier was planning to invest an extra £30K in updating the screen's resolution and sound quality, which would make it the highest quality screen in the country.

The group discussed the need for the screen to make a real impact through events and screenings with mass and mainstream, rather than specialist, appeal, in order to convince local people – particularly community/voluntary groups - that the screen will be of real benefit to them.

4. DEVELOPING A LEAFLET STRATEGY

ML outlined plans for the development of a leaflet strategy for the programme of new customer service centres. Space to display leaflets in the centres is minimal, and the option of having all leaflets in an electronic format that can be printed in the centres upon demand had been discussed as a possible solution. This service would need to be well-publicised to customers.

ML is currently scoping the extent of the project

Further work would be required with regard to a uniform availability of key literature in a range of languages/formats.

TS also raised the issue of creating audio versions of electronic documents. Partner agency forms would also require further consideration i.e. would we provide them alongside RMBC forms?

RG asked whether a template could be considered with possibility for updating via CMS.

Some literature has 'Freepost' cards/details attached. If printing on demand the provision of a 'Freepost' address or prepaid envelopes would also need to be considered.

ML asked the group to send him copies of all current leaflets/newsletters/posters currently in electronic format, with translations and posters if available – WITHIN THE NEXT TWO WEEKS.

Action: ALL

EK said that there were already large queues at reception desk in the centres and waiting for printing would only add to this. RG suggested that self service printing points could provide a longer-term solution.

TH to ask which Executive Director will be leading on the longer-term leaflet strategy, beyond the short-term Customer Service Centre

Action: TH

5. BRANDING PROGRESS REPORT

TH circulated copies of the branding report going to CMT on Tuesday the 18th of April (not for wider distribution at this stage) and outlined the key issues contained in the report – particularly the confusion that exists around what constitutes the "core brand", and the specific Rotherham/I Am campaign. Development of brand guidelines is continuing by the Design Studio. TH to update at next meeting.

Action: TH

TH highlighted the positive work being carried out by FC within Culture and Leisure in terms of "buying into" the I Am campaign through the use of newly-commissioned imagery against the Alive theme, including Green Spaces and the Rotherham Show. However, problems were being encountered in other service areas where the campaign was being developed incorrectly.

6.   ROTHERHAM SHOW

This year's show would take place on the 10th and 11th of September.

The group considered ideas for the use of the corporate marquee at the 2006 show, and whether it should again be focused on the Community Strategy themes. Customer Service Centres were again keen to be featured in the marquee.

In the context of the new delivery model for the LSP, a discussion was also held on whether the marquee could be used to more effectively demonstrate effective partnership working across key projects delivering against the vision themes and perhaps provide an alternative to the Future of Rotherham conference for this purpose.

However, it was felt that this would require specific endorsement at Executive Director Level, as a clearer focus on delivery/outcomes would inevitably lead to some services wishing to take space in the marquee being unable to do so.

Other issues:-

- "Dressing" the interior of the tent to give a cleaner, more professional look was felt to be important. TS said that military-style arctic camouflage could be purchased for £800 and would be re-useable at future events.
- Signage should also be produced to indicate that the event is organised by RMBC, with appropriate branding.
- A more co-ordinated approach to the event would also require dedicated funding for display materials.
- Does the tent need to be the same on both Saturday and Sunday?

TH reported that funds for marketing, including the Show, had been included in an unsuccessful bid to the 2006/2007 budget.

It was also suggested that surveys could be used to assess what the Rotherham public would like to see at the show.

TH to raise at the forthcoming meeting of the LSP Marketing Rotherham meeting and to prepare a paper on issues arising for consideration by CMT.

Action: TH

7.   COUNCILWIDE COMMUNICATIONS AND MARKETING PLAN

TH reported that only a small number of responses had been received and this was now becoming urgent as an objective within the comms and marketing strategy action plan, and also the Chief Executive's service plan (TH is to draft overall plan).

All outstanding submissions to be provided urgently.

Action: ALL

8.   OTHER ITEMS FROM AWAYDAY ACTION NOTES

These were deferred for consideration at the next meeting of the group.

9.   EMERGENCY PLANNING PUBLIC INFORMATION/UPDATE ON TRAINING

TH suggested 10am to 4pm on the May 23rd as a training day. The group were asked to check their diaries and do their best to attend. The morning session would focus on general awareness of emergency planning and "warning and informing" issues, with action planning and defining specific roles and responsibilities for media and public information during the afternoon session.

Action: ALL

10.   BRIEF UPDATES

- **Marketing Rotherham Meeting**
  This group is charged with looking at the future of the Local Strategic Partnership's communications and marketing activity in the light of the network model. TH to update the group on progress at future meetings. TGD asked to detail as regular agenda item.

  Action:TH/TGD

- **Image Library**
  The pages are currently under development, and will resemble intranet pages in terms of format. TH to circulate files via email. Progress report to next meeting.

  Action: TH/VDeA/GN

- **A-Z of Services**

Work is continuing on the main document – thanks were expressed to everyone who had been involved in collecting the data. A short summary of services will go out in the May edition of Rotherham Council Matters.

- **CMT Development Sub-Group**
  TH updated on the work of the group and the need to ensure focused communications and marketing in support of RMBC's key physical development projects. TH and CH are formal members of the group.

11. ANY OTHER BUSINESS

RG commented that the home page on the website was not being changed enough and needed to be refreshed regularly with perhaps the 'top story of the week'.

TH accepted responsibility for this problem, and said that the detailed councilwide comms plan would help in identifying such stories/activities each week.

TS proposed that the group be used as a means of determining which web pages may require more work, updating, etc, using the new web analysis tool as a basis for these discussions. For discussion at next meeting with specialist input from Veronica De'Ath if possible.

Action: TH

CH said that the Renaissance website was almost ready and that a 360 degree tour of Moorgate Crofts was available.

12. DATE OF NEXT MEETING

Thursday 18 May at 9.30 am in the Conference Room at Eric Manns

ROTHERHAM METROPOLITAN BOROUGH COUNCIL

NOTES OF THE
COMMUNICATIONS AND MARKETING GROUP MEETING
HELD ON THURSDAY 18th May 2006

Present:
Councillor Ken Wyatt, Cabinet Member for Customer Service and Innovation
Clark Herron, Communications Manager, Economic and Development Services
Emma Kirkwood, HR Officer, Employee Involvement, Resources
Jayne Dickson, Principal Information Officer, Adult Social Services
Lee Adams, Assistant Chief Executive
Siyra Ayub, Internal Communications Officer, Corporate Comms and Marketing
Steve Pearson, Media and Communications Officer, Corporate Comms and Marketing
Tracy Godfrey-Davies, Administration Assistant, Corporate Comms and Marketing
Tracy Holmes, Head of Corporate Communications and Marketing
Veronica De'ath, Information Manager, RBT

1.   **WELCOME, INTRODUCTION AND APOLOGIES**

Apologies:
Dave Lester, Service Director, RBT
Dawn Price, Consultation Officer, Chief Executive's Department
Dean Kerry, Communications Manager, Neighbourhoods
Fabienne Cotte, Marketing Manager, Culture and Leisure Services
Graham Nicholson – Design Manager, RBT
Steph Cunningham, Media and Communications Officer, Corporate Comms and Marketing

2.   **NOTES OF THE LAST MEETING**

The notes of the meeting held on 13th April 2006 were agreed as a true record with the exception of the date of the Rotherham Show, which was confirmed as 9th and 10th September, and not 10th and 11th September as noted.

Matters arising were as follows:-

- **Group membership.** Jane Dickson was attending on behalf of Adult Social Services, Tony Sanderson having taken up his new post. Advertisements would appear shortly for the post of Internal Comms Officer, as Siyra was likely to be leaving RMBC on 16th June.
- **LGA Employee of the Year.** Andy Widdison in Neighbourhoods was the RMBC nominee but was not thought to have made it through to final shortlist.
- **Update on the Town Centre big screen**. It had been hoped that a member of the Town Centre Team would attend the meeting to provide a detailed updated. However, it was noted that the partnership with the BBC is not yet in the public domain, but is likely to be released to the media in the near future. BBC Screen Manager to be invited to June meeting.
  Action: TH

- **Rotherham Show.** Cllr Wyatt reminded members that it had been agreed for this to be a standing item on the monthly agenda. Additional meetings of the group may be necessary in the run-up to the show.

  It was generally felt that last year's local authority marquee had worked relatively well around the vision themes, but better use should be made of the space available to avoid the area appearing cluttered, cramped and without focus.

  It was agreed that exhibitions in the council tent should be of a more standardised quality, to safeguard the reputation of RMBC as "one Council" and the issues which arose in 2005 relating to the distribution of free merchandise (e.g. confectionery) would need to be resolved.

  TH reported that she would be raising the issue of joint displays with LSP partners at the following day's meeting of the Marketing Rotherham group. She had not yet drafted the paper for consideration by CMT but acknowledged the need for urgency i.e. by mid June.

  Councillor Wyatt asked whether the NHS would be participating in the show.

  Funding to support this work was again discussed and Councillor Wyatt raised the possibility of top-slicing from Programme Area budgets next year – to be included for consideration in the CMT paper.

  Action: TH

- **Website**. TH reported that the front page of the website was now being updated more regularly by the Corporate team.
- **A – Z of Services**. A summary had appeared in the Spring issue of Rotherham Council Matters. TH reported that the full directory was being progressed as quickly as possible.

3. REVISED ACTION PLAN – CORPORATE COMMS AND MARKETING STRATEGY

TH distributed a refreshed version of the annual action plan which accompanies RMBC's Corporate Communications and Marketing Strategy 2005 – 2008. This was now more focused and concentrated on areas for delivery by the Corporate Comms and Marketing team, and Programme Area comms leads. TH asked for any comments from the group on the 2006/2007 action plan before taking the document to the Cabinet Member for Customer Services and Innovation Delegated Powers meeting for consideration/approval on Monday 22nd May 2006.
Action: All

4. LEAFLET STRATEGY

This was deferred to the June meeting. Mark Leese to confirm attendance.
Action: TH

5. COMMUNICATING CORPORATE ASSESSMENT AND JAR

TH updated the group about activities undertaken so far, including the use of Unite, manager and team briefings, and new posters to raise awareness of both the vision themes and also the corporate assessment purpose and process. Key supporting documents, including the corporate and JAR self-assessments, and the JAR tour

brochure, have been produced with the involvement of the Corporate Communications team.

LA explained the process for the inspectors' on-site fortnight, including the interviewing of Elected Members, Executive Directors and senior managers, and the importance of internal communications systems to disseminate information around the organisation during this period.

SA has produced an easily-recognisable template specifically for cascading messages to staff. Critical information will need to be cascaded quickly by PA leads, who in turn need to be either available throughout the fortnight, or alternatively nominate deputies in their absence. Leads may also be required to respond urgently to telephone calls from the CA team, and good links with relevant PA leads would also need to be made. TH to circulate the list from Matt Gladstone, Head of Performance and Quality.
Action: TH

EK explained that in Corporate Services, in response to employee feedback, all briefings received corporately were brought together in a single PA document. However, LA confirmed that during Corporate Assessment, the specific template would need to be cascaded urgently.

Contact points and deputies for all Programme Areas to be supplied to LA by Tuesday 23rd May.
Action: All

6.   EMERGENCY PLANNING

The previously-agreed emergency planning training session – focusing on the Warning and Informing agenda and the RMBC press/public information rota requirements - would be held on Tuesday 23rd May. TH, VDeA and Annette Senior had met to plan the outline of the day. A report on the day to be presented to the next meeting.
Action: TH

Cllr Wyatt advised the group of the opportunity for RMBC to bid for Emergency Planning Beacon status next year, and it was agreed that the above workstream could only be a positive contribution to any potential bid.

7.   UPDATES

    Branding – further update paper on branding strategy had gone to CMT. As a result, TH and GN had been asked to work up how the wording of the Rotherham/I Am/vision themes would work in text only version, without the campaign images, and alongside the RMBC core brand. Also to create for consideration visuals for how potentially "transient" logos such as Investors in People (IIP) and Beacon status could be used in conjunction with the RMBC brand.
    Action: TH/GN

At CMT, the CX had again expressed some concern at the use of the green Every Child Matters logo, which had been developed some time ago, in advance of the current branding strategy. Cllr Wyatt to discuss with the Cabinet Member for Children and Young People's Services.
Action: KW

TH to discuss with the ED of Children and Young People's Services and PA communications lead.
Action: TH

CH described an extension of the 'I Am' campaign by putting posters on Streetpride and Neighbourhood vehicles that would be seen by the public daily. A phased approach would be used – not incurring unnecessary costs. This will also provide further opportunities for media coverage and awareness-raising amongst local communities.

Existing images to be used in the first instance, but AW of EDS has agreed to fund new photography to ensure the campaign is "refreshed" when necessary. TH to ensure necessary consents and alerts in place.
Action: TH

Radio – Steve Pearson updated the group. OFCOM had awarded the new licence to Rother FM. Coverage will depend on where the mast is situated – it will not cover the whole borough. The launch date is not confirmed but is likely to be in October. It is likely that initially the station will look to organisations such as RMBC and partners for stories/information, which would hopefully provide opportunities for positive coverage. SP suggested potential stories/information be fed through to the station to cover the launch period through to November. However, working more closely with a local radio station would have a number of implications for the Council – for example, any press releases would be likely to be followed up by requests for interviews of Members and officers, which would need a speedy response – the day before events being publicised.

CH suggested RMBC should offer to provide a tour of Rotherham for station personnel, and also seek to secure a regular RMBC "slot" of some kind.

As an experienced presenter, SP will be a useful resource in terms of in-house training on radio techniques but additional funding may be required for a wider programme. LA said that this was a further example of the need for a broader marketing budget.

SP will continue to liaise with the Rother FM team and provide briefings as appropriate.
Action: SP

New Vision – SA reported that to raise staff awareness of the vision themes, framed posters featuring RMBC staff in the Rotherham/I Am campaign had gone out to all the main council buildings and should be on show by the 19th May. Leaflets had gone out to non-school staff, school staff to be in receipt next week.

Marketing Rotherham – The Marketing Rotherham Group was due to meet on 19th May to discuss the borough marketing plan and future communications and marketing activity for Rotherham Partnership, in line with the network model.

Image Library - Bootroom are applying the finishing touches and the software will be installed on the server next week. This will be followed by a period of evaluation. VDeA said that a product will be available to show people in a couple of weeks and then PAs would be able to test the product. VDeA to consider whether Bootroom could be invited to June meeting to demonstrate work so far.
Action: VDeA

New Meeting Dates – The following dates/times were agreed.

15th June at 9am – Town Hall room 2
20th July at 9am – Town Hall room 2
10th August at 10am – Eric Manns conference room
31st August at 10am – Town Hall room 3
7th September at 10am – Town Hall room 2
12th October at 10am – TBC
16th November at 10am – Town Hall room 2

8. WEBSITE MONITORING AND ANALYSIS TOOLS

The issue of website analysis – as raised at the previous meeting – was discussed. VDeA said it was critical for the group to define what information was needed and useful to avoid potential overload, given that the RMBC site has around 3,000 pages. Suggestions included Top 10 hits, Bottom 10 hits, sources of interest LA asked for a general report on usage so that questions could be asked. VDeA to put report together and bring to June meeting.
Action: VDeA

9. ACTION POINTS FROM GROUP AWAYDAY

It was noted that work had largely progressed well against each of the action points, but additional comments were raised as follows:-

- Action point (3): borough-wide interpretation and translation service should to be actioned by Zafar Saleem not Lee Adams, Zafar Saleem to be asked to provide an update on this and other equalities-related action points for the next meeting
Action: Zafar Saleem

- Action point (11): VdeA and GN to agree a project plan for image library through Programme Area Editors group.
Action: VDeA/GN

- Action points (15) and (16): Unite distribution – online format available but more work needed to increase readability and encourage staff access. Unlikely that one designer will be assigned to Unite – pressure of work means the design may need to be outsourced in the short term.
Action: SA and RBT Design Studio

- Action point (17): training sessions for Programme Area leads – report to a future meeting.
  Action: TH

- Action point (18): progress on website development. It was felt that an urgent update was required on this work and that the RMBC ICT Client Manager should be a) asked to provide a report, including web strategy, at the next meeting and b) be invited to join the group as a substantive member.
  Action: TH and Paul Edwards

11.   DATE OF NEXT MEETING

Thursday 15th June at 9.00 am, room 2 at the Town Hall.

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