

## **CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION**

**Venue: Town Hall, Moorgate  
Street, Rotherham.**

**Date: Monday, 12 February 2007**

**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 15th January, 2007 (copy attached) (Pages 1 - 3)  
To consider the minutes of the last meeting and update any matters arising
5. Corporate Services - Quarter 3 Performance Monitoring (report attached) (Pages 4 - 24)  
To consider the attached report of the Strategic Director, Corporate Services
6. Corporate Complaints Report 2006(report attached) (Pages 25 - 35)  
To consider the attached report of the Strategic Director, Corporate Services
7. RBT Performance Update (report attached) (Pages 36 - 44)  
To consider the attached report of the Head of Performance and Improvement, RBT
8. Petition concerning the Customer Services Facilities at Wath Town Hall  
To received details of the petition
9. Minutes of a Meeting of the Procurement Panel (copy attached) (Pages 45 - 50)  
To consider the minutes of the meeting of the Procurement Panel held on 22<sup>nd</sup> January 2007
10. Liaison with RBT  
To consider any questions received from Elected Members

11. EXCLUSION OF THE PRESS AND PUBLIC  
The following items are likely to be considered in the absence of the press and public as being exempt under Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended (information relating to financial affairs)
12. Council Tax Collection Action Plan (report attached) (Pages 51 - 57)  
To consider the attached joint report of the Revenues and Benefits Client Officer and of the RBT Service Leader, Revenues and Benefits
13. E Government Board Summary - October to December 2006 (report attached) (Pages 58 - 64)  
To consider the attached report of the Strategic Director, Corporate Services

**Date of Next Meeting:-  
Monday, 12 March 2007**

**CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION  
Monday, 15th January, 2007**

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

Apologies for absence:- Apologies were received from Councillor Hodgkiss.

**58. MINUTES OF THE PREVIOUS MEETING HELD ON 11TH DECEMBER, 2006**

Consideration was given to the minutes of the previous meeting, held on 11th December, 2006.

Reference was made to the following minutes:-

(a) Minute No. 51 - it was noted that the Democratic Renewal Scrutiny Panel had received a report regarding the Trade Justice Policy and had asked for information about the impact on our procurement practices, and for regular six monthly updates. Rotherham was the first local authority to adopt such a policy and was receiving national and international attention.

(b) Minute No. 52 - it was confirmed that the Members' seminar about the Local Government Ombudsman had been scheduled to take place on Tuesday, 27<sup>th</sup> March, 2007 at 9.00 a.m., at Rotherham Town Hall.

Resolved:- That the minutes of the meeting held on 11th December, 2006, be approved as a correct record.

**59. RBT PERFORMANCE UPDATE**

The Chief Executive, RBT, submitted a report on the progress and performance of RBT for November, 2006, highlighting:-

- the Customer Service Centre within the Civic Building completed its first year of operation on 24<sup>th</sup> November, 2006;
- the Payroll Team achieved 99.74% accuracy and ICT achieved 100% performance on their new Service Level Agreements that are currently operational (others are still being baselined);
- e-invoicing was live on 14<sup>th</sup> November, 2006 with one of the Council's largest suppliers;
- the new suite of Service Level Agreements has been successfully implemented;
- an employee of Registrars won the Heart Employee of the Month for December;

- an employee of ICT completed a Computer Studies degree at Sheffield Hallam University and had also been awarded a University Prize for his final year dissertation about the impact of Internet web technologies in Local Government on social inclusion;
- negotiations were taking place with Children and Young People's Services for the renewal of the Schools Connect contract with effect from 1<sup>st</sup> April, 2007;
- Revenues and Benefits successfully completed a significant fraud investigation.

The report included the Service overview for:-

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

Reference was made to the action to be taken to address current under-performance in respect of Service Level Indicators RB02/BV09 (Percentage of Council Tax collected for the year) and RB08/BV78(b) (Time taken to process changes in circumstances).

It was also noted that there had been a severe impact upon telephone calls received by the Contact Centre after the Council's delivery of a leaflet to residents about refuse collection arrangements for Christmas and the New Year.

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

(2) That the issues of short notice and lack of change request made to Rotherham Connect, in respect of the refuse collection arrangements for Christmas and the New Year and the consequent impact on the answering of telephone calls, be referred to the Cabinet Member for Neighbourhoods.

(3) That a further report be submitted to a future meeting in respect of the potential for the wider use of the Interactive Voice Response (IVR) system across other services in the Contact Centre.

**60. MINUTES OF A MEETING OF THE PROCUREMENT PANEL**

Consideration was given to the minutes of a meeting of the Procurement

Panel, held on 11<sup>th</sup> December, 2006.

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

**61. LIAISON WITH RBT**

A Member of Council had raised an issue concerning the proposed revisions to the text of the Council Tax reminder letters, although this has not yet filtered through to the Service. The RBT Service Leader – Revenues and Benefits would respond to this issue when it is received.

**62. EXCLUSION OF THE PRESS AND PUBLIC**

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

**63. COUNCIL TAX COLLECTION - ACTION PLAN**

Further to Minute No. 53 of the meeting of the Cabinet Member and Advisers for Customer Services and Innovation, held on 11<sup>th</sup> December, 2006, consideration was given to a joint report of the Revenues and Benefits Client Officer and the RBT Service Leader – Revenues and Benefits containing a proposed action plan to improve the level of Council Tax collection during the remainder of the 2006/07 financial year and thereafter.

It was agreed that the report be considered by a wider group of Elected Members.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Customer Services & Innovation Cabinet Member Deputy Leader & Cabinet Member for Finance Democratic Renewal Scrutiny Panel
<b>2.</b>	<b>Date:</b>	Deputy Leader & Cabinet Member for Finance (19.02.07) Cabinet Member for Customer Services & Innovation (12.02.07) Democratic & Renewal Scrutiny Panel (22.02.07)
<b>3.</b>	<b>Title:</b>	Quarter 3 Performance Report
<b>4.</b>	<b>Programme Area:</b>	Corporate Services

**5. Summary**

This is the performance report for quarter 3 in respect of Corporate Health Best Value Performance Indicators monitored and reported on by the Corporate Services Directorate, and Local Performance Indicators owned by the Corporate Services Directorate.

**6. Recommendations**

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

## **7. Proposal and Details**

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

This report sets out quarter 3 performance in respect of national targets, together with Departmental local performance indicators.

### **Best Value Performance Indicators**

Overall there are 8 measurements against 6 national Best Value Performance Indicators which Corporate Services is charged with reporting on (BVPI 11 has 3 targets to report against). Where appropriate, actual numbers of staff are given in brackets following percentage figures, however, these do fluctuate from quarter to quarter due to changes in establishment/overall staffing levels.

Attached at Appendix A is a summary of performance against BVPIs.

Of the 8 measurements, 3 are categorised as green stars, 3 as blue circles and 2 as red triangles (categorisation in accordance with performance plus). It should be noted that categorisation is based on comparisons between quarter 3 actual figures and an end of year target.

All top quartile figures shown have been updated in accordance with the quartile information recently published by the Audit Commission.

### **Status Green Star**

#### **BVPI 12      Days/shifts lost to sickness**

The green status shown against this indicator reflects the projected year end position of this indicator as 9.26 days based on sickness levels during the first, second and third quarters, against a locally set target of 10.25 days. Actual sickness for quarter 3 stands at 2.64 days.

It should be noted however, that historically sickness levels do rise during quarter 4 when compared with quarters 1, 2 and 3.

#### **BVPI 16a      % of Employees with a disability**

Performance against this measure currently stands at 3.02% (337) against a locally set target of 2.8% (376) with a top quartile Mets position of 3.06%.

Discrepancies between the target and actual percentages and number of staff are due to changes in the establishment and the method of calculating targets and actual performance, i.e. when the target for 06/07 was set the appropriate guidance

indicated inclusion of the total number of staff, but when calculating actual performance, staff who have not declared whether they have a disability or not are discounted from the total (in our case this is approximately 2,000 members of staff).

**BVPI 17a % of BME Employees**

The green status shown against this indicator reflects performance of 2.81% (361 people) during the third quarter against a locally set target of 2.8% (376 people), which is Rotherham's economically active BME population.

As with BVPI 16a, discrepancies between the target and actual percentages and number of staff are due to changes in the establishment and the method of calculating targets and actual performance, i.e. when the target was set for 06/07 the appropriate guidance indicated inclusion of the total number of staff, but when calculating actual performance, staff who have not declared their ethnicity are discounted from the total.

**Status Blue Circle**

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

Performance against this measure currently stands at 40.83% (101) against a locally set target of 44.5% with a top quartile Mets position of 46.17%.

Although quarter 2 saw a substantial drop in performance due to five women from the top 5% of earners leaving the authority (1 from Chief Executives and 4 from Children and Young Peoples Service), quarter 3 appears to have stabilised. Work continues with HR Managers to promote workforce development and recruitment of women into senior positions.

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

This measure was baselined during 2005-06 and a target of 3% was set locally for 06/07. Performance during the third quarter stands at 2.89 % (7). Data recently published by the Audit Commission identifies a Mets top quartile target of 3.96%. The current target against this measure will be re-assessed in March 07.

Discrepancies between the target and actual percentages and number of staff are due to changes in staffing levels.

**BVPI 15 Ill Health Retirements**

Performance against this measure currently stands at 0.17% (20 people) against a locally set target of 0.2% (24 people) with a top quartile Mets position of 0.21%.



**Status Red Triangle**

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

Performance against this measure currently stands at 1.22% (3 people) against a locally set target of 4.75% (12 people) with a top quartile Mets target of 4.83%.

As a result of factors such as regrading of posts within the top 5% the 'Bar' for the top 5% threshold has increased from PO10 (as at quarter 2) to the top of PO12 (as at quarter 3). Had the Bar remained as at quarter 2 a total of 7 BME staff would have remained in the top 5% (one person having left the Authority and one person having been incorrectly identified as BME). However, due to the raising of the Bar performance has dropped to 3 people.

This indicator is measured overall at the year end as a snap shot. Work continues with HR Managers to promote workforce development and recruitment of BME into senior positions.

**BVPI 14 Early Retirements (excluding ill health)**

Performance against this measure currently stands at 0.44% (53 people) against a locally set target of 0.34% (40 people). Performance against this indicator has been significantly impacted upon with the retirement of 48 teachers. The Authority is unable to influence the number of teachers retiring early. Data recently published by the Audit Commission identifies a Mets top quartile target of 0.41%.

**Trends**

Attached at Appendix B are graphical representations showing trends of all Corporate BVPIs for the last 3 years, the current year's target, performance to date and future targets.

### Local Performance Indicators

Local performance indicators have been identified for all Services within the Directorate and are shown at Appendix C.

### Strategic Partnerships

Of the 5 LPIs within this service area, 3 are shown as status green, 1 as blue and 1 as red.

The status red indicator is:

Indicator	Target	Current Performance	Actions
Payment of PFI Invoices within 30 days	100%	Q1 – 83% Q2 – 87% Q3 – 100%	The drop in performance during Q1 was due to the revision of procedures and has now been addressed. The failure in Q2 was due to problems receiving the invoice via Royal Mail. Revised procedures are now in place which is reflected in performance for Q3. <b><i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i></b>

### Strategic Human Resources

Of the 8 LPIs within this service area, 4 are shown as status green, 3 as blue and 1 as red. It should be noted that all LPIs for Strategic Human Resources relate to Council wide targets.

The status red indicator is:

Indicator	Target	Current Performance	Actions
Number of employees aged 16-24	6.5%	Q1 – 4.9% (660 actual) Q2 – 5.3% (716 actual) Q3 – 4.7% (635 actual)	<ul style="list-style-type: none"> <li>Continue to Develop our involvement with the Investors in Education initiative (as a major employer);</li> <li>Filming for the Council's section of U-xplore (an interactive web based jobs and careers tool) completed and reviewed;</li> <li>Business Admin work placement sub-group established and 'Young Apprentice' placements being sought;</li> <li>Variety of projects undertaken with local schools.</li> </ul>

## Legal & Democratic Services

Information on indicators is now available for both quarters 1 and 2. Of the 22 indicators, 13 show as status green, 1 is an annual measure which is not due until quarter 4, 1 is currently being baselined and 7 are shown as status red.

The status red indicators are:

Indicator	Target	Current Performance	Actions
Registered charge for Discretionary Housing Renovation	100%	Q1 – 50% Q2 – 100% Q3 – 100%	<b><i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i></b>
Section 278 Highways Agreement	100%	Q1 - 50% Q2 – nil return Q3 – 0%	As above however no new jobs raised during Q2. During Q3 2 cases were received; 1 failed to meet target due to the fee earner's illness; 1 failed to meet target due to the client department.
Advise on Title	100%	Q1 – 60% Q2 – 87.5% Q3 – 93.75%	Allocation of work to part time worker has resulted in delays. This will be resolved for the remainder of the year whereby performance will improve and this is reflected in the performance during Q3.
No of Planning Regulatory Enforcement Notices Issued	100%	Q1 – 100% Q2 – 66% Q3 – nil return	Non achievement of the LPI relates to a one-off delay in receipt of plans from HMLR. <b><i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i></b>
Communicate outcome of hearing to client within 2 working days	100%	Q1 – 100% Q2 – 100% Q3 – 80.5%	Failure to meet target during Q3 was due to changes in the teams' working practices as they moved to home working and delays receiving information from Counsel. Actions are currently being considered to improve performance.
Productive Hours	100%	Q1 – 80% Q2 – 80% Q3 – 85%	Guidance and support on time recording is to be issued as well as weekly time reports for fee earners. It is anticipated that this LPI will achieve 100% by the end of the year.
% files audited	100%	Q1 – 90% Q2 – 90% Q3 – 100%	<b><i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i></b>

## 8. Finance

Decreased sickness levels provide a financial saving for the Council which has been reported as a Gershon efficiency saving (current projection for 06/07 for Gershon saving is 1.2million).

The reduction in the number of staff retiring on the grounds of ill health, due to the stringent processes now in place, also provide a financial saving.

## **9. Risks and Uncertainties**

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

## **10. Policy and Performance Agenda Implications**

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



## **11. Background Papers and Consultation**

Not applicable.



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## Appendix A

### Corporate Health Best Value Performance Quarter 3 2006-07

Ref. No	P.I Definition	Links	05/06 Top Quartile Mets	05/06 Year End Actual performance (total)	1 <sup>st</sup> Qtr Apr 06 - Jun 06		2 <sup>nd</sup> Qtr July 06 - Sept 06		3 <sup>rd</sup> Qtr Oct 06 - Dec 06		4 <sup>th</sup> Qtr Jan 07 - Mar 07		Year End Target - 1.04.06 - 31.03.07	Projected year end performance based on performance to date	Rag status	Direction of Travel from the last quarter.	Comments
					Actual performance	Total to date 1.4 - 30.6	Actual performance	Total to date 1.4 - 30.9	Actual performance	Total to date 1.4 - 31.12	Actual performance	Total to date 1.4.06 - 31.3.07					
<b>Corporate Priority – A Place For Everyone</b>																	
BV 11	a) The % of top 5% of earners that are women	CPA LPSA (CE)	46.17%	42.12% (102)	41.65% (104)	na	40.62% (99)	na	40.83% (101)	na		Will be based on the month of March 06.	44.5% (111)	Will be based on the month of March 07	Blue		This indicator is measured overall at year end as a snapshot of our position. Although Qt saw a drop in performance Qt 3 appears to have stabilised.
	b) The % of top 5% of earners from minority ethnic communities	CPA LPSA (CE)	4.83%	4.51% (11)	4.19% (10)	na	3.8% (9)	na	1.22% (3)	na		Will be based on the month of March 06.	4.75% (12)	Will be based on the month of March 07	Red		This indicator is measured overall at year end as a snapshot of our position. The top 5% threshold has increased from PO10 (as at quarter 2) to the top of PO12 (as at quarter 3) due to changes in staffing levels/grades. Displacing staff previously within top 5% - see also main report

Ref. No	P.I Definition	Links	05/06 Top Quartile Mets	05/06 Year End Actual performance (total)	1 <sup>st</sup> Qtr Apr 06 - Jun 06		2 <sup>nd</sup> Qtr July 06 – Sept 06		3 <sup>rd</sup> Qtr Oct 06 – Dec 06		4 <sup>th</sup> Qtr Jan 07 – Mar 07		Year End Target – 1.04.06 – 31.03.07	Projected year end performance based on performance to date	Rag status	Direction of Travel from the last quarter.	Comments
					Actual performance	Total to date 1.4 - 30.6	Actual performance	Total to date 1.4 – 30.9	Actual performance	Total to date 1.4 – 31.12	Actual performance	Total to date 1.4.06 - 31.3.07					
	c) Top 5% of Earners: with a disability	CPA LPSA (CE)	3.96%	2.7% (6)	2.72% (6)	na	3.18% (7)	na	2.89% (7)	na		Will be based on the month of March 06.	3% (8)	Will be based on the month of March 07	Blue	↓	This indicator is measured overall at year end as a snapshot of our position.
BV 16	a) The % of local authority employees declaring that they meet the Disability Discrimination Act 1995 definition compared with the % of:	CPA LPSA (CE)	3.06%	2.65% (283)	2.57% (298)	na	2.89% (328)	na	3.02% (337)	na		This will be performance for month of March 06	2.8% (376)		Green	↑	This indicator is set against the economically active disabled population of Rotherham. Discrepancy between target & actual performance due to calculation methodology and changes in the establishment.
	b) economically active disabled people in the authority area		Met top Q 19.93	18.9%	18.9%	na	18.9%	na	18.9%	na	18.9%		18.9%	18.9%	N/A	N/A	Figure derived from the 2001 census. This indicator definition is out to consultation because it does not accurately reflect those covered by DDA.
BV 17	a) The % of local authority employees from minority ethnic communities compared with the % of:	CPA	6.9%	3.2% (425)	3.2% (425)	na	3.2% (421)	na	2.81% (361)	na		Will be based on the month of March 06.	2.8% (376)	Will be based on Month of March 06	Green	↓	This indicator is set against the economically active BME population of Rotherham as shown below

Ref. No	P.I Definition	Links	05/06 Top Quartile Mets	05/06 Year End Actual performance (total)	1 <sup>st</sup> Qtr Apr 06 - Jun 06		2 <sup>nd</sup> Qtr July 06 – Sept 06		3 <sup>rd</sup> Qtr Oct 06 – Dec 06		4 <sup>th</sup> Qtr Jan 07 – Mar 07		Year End Target – 1.04.06 – 31.03.07	Projected year end performance based on performance to date	Rag status	Direction of Travel from the last quarter.	Comments
					Actual performance	Total to date 1.4 - 30.6	Actual performance	Total to date 1.4 – 30.9	Actual performance	Total to date 1.4 – 31.12	Actual performance	Total to date 1.4.06 - 31.3.07					
	b) economically active minority ethnic community population in the authority area			2.8%	2.8%	na	2.8%	na	2.8%		2.8%		2.8%	N/A	N/A	Figure derived from the 2001 census	
<b>Corporate Priority – A Quality Service Provider</b>																	
BV 12	The number of working days/shifts lost due to sickness absence	CPA CP	10.50	10.82 days	2.31 days	2.31 days	2.15 days	4.46	2.64	7.10			10.25 days	Projected 9.26 days	<b>Green</b>		The target is in line with the ODPM guidance. Although direction of travel shows a drop in performance since Qt 2, performance remains high with a projection below the target.
BV 14	The % of employees retiring early (excluding ill-health retirements) as a % of the total work force  This indicator is limited to the staff in the official pension scheme.	CPA	0.41%	0.4% (48)	4 retirees	0.03% (4)	42 retirees	0.39% (46)	7 retirees	0.44% (53)			0.34% (40)		<b>Red</b>		The target for this BVPI is set in line with ODPM guidance. 48 of the 53 retirees were teachers and therefore the Council was unable to affect these retirements

Ref. No	P.I Definition	Links	05/06 Top Quartile Mets	05/06 Year End Actual performance (total)	1 <sup>st</sup> Qtr Apr 06 - Jun 06		2 <sup>nd</sup> Qtr July 06 - Sept 06		3 <sup>rd</sup> Qtr Oct 06 - Dec 06		4 <sup>th</sup> Qtr Jan 07 - Mar 07		Year End Target - 1.04.06 - 31.03.07	Projected year end performance based on performance to date	Rag status	Direction of Travel from the last quarter.	Comments
					Actual performance	Total to date 1.4 - 30.6	Actual performance	Total to date 1.4 - 30.9	Actual performance	Total to date 1.4 - 31.12	Actual performance	Total to date 1.4.06 - 31.3.07					
BV 15	The % of employees retiring on grounds of ill health as a % of the total workforce	CPA	0.21%	0.2% (24)	7 retirees	0.06% (7)	3 retirees	0.08% (10)	10 retirees	0.17% (20)			0.2% (24)		Blue		The target for this BVPI is set in line with ODPM guidance.

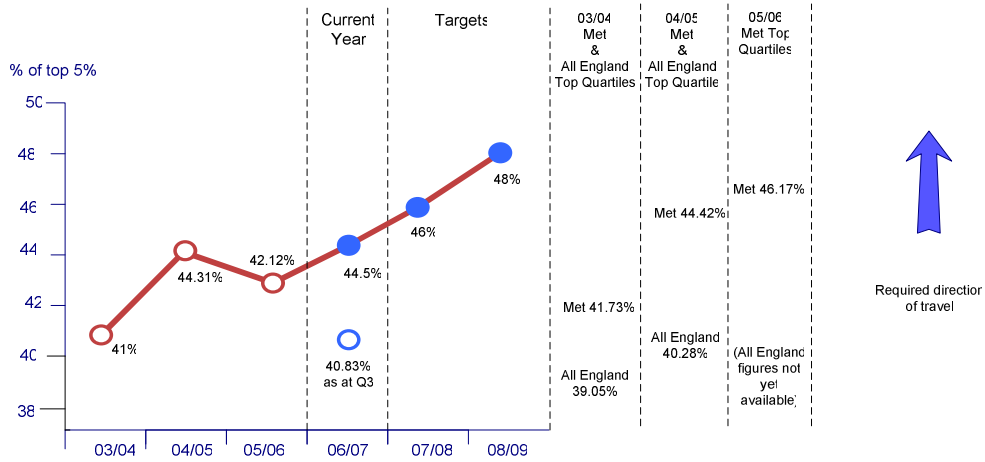
NB: No figures are available as yet for 05/06 All England Top Quartile



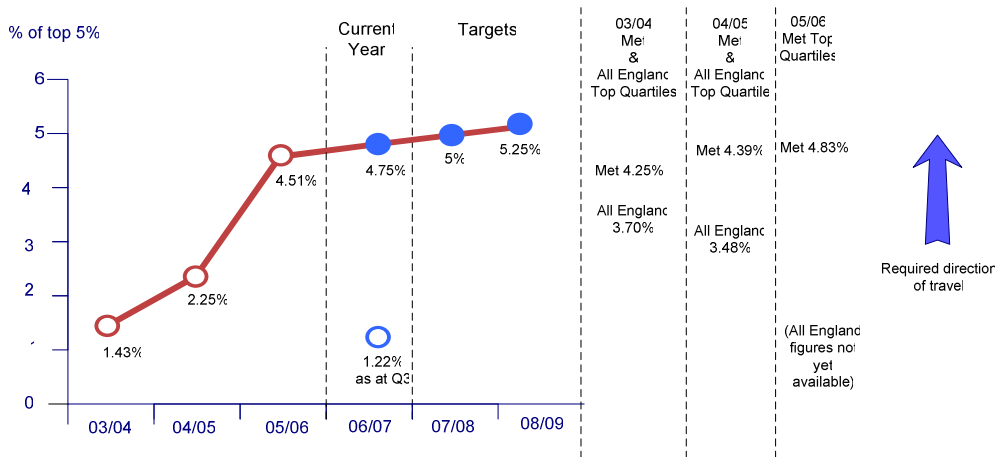
**Appendix B**

**Corporate Health BVPI Trends**

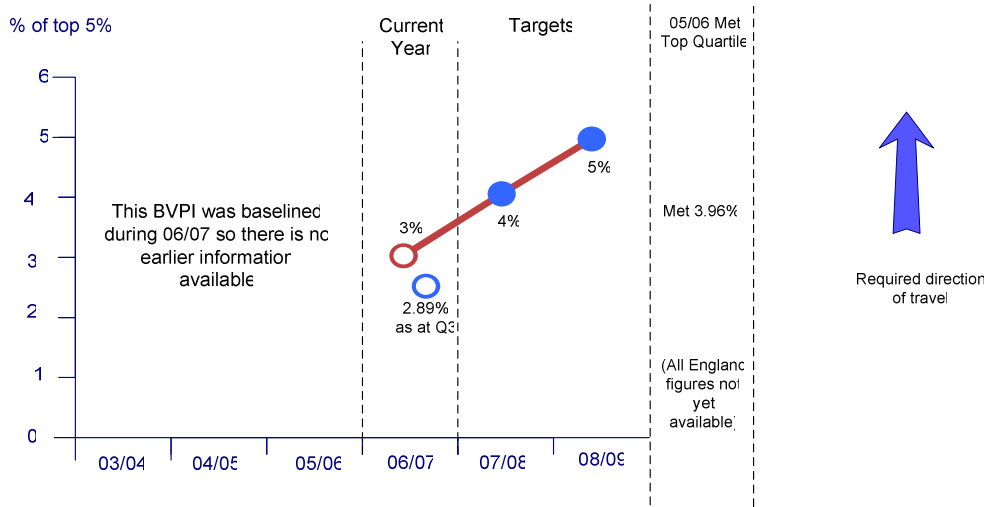
**BV11a - % of top 5% of earners that are women**



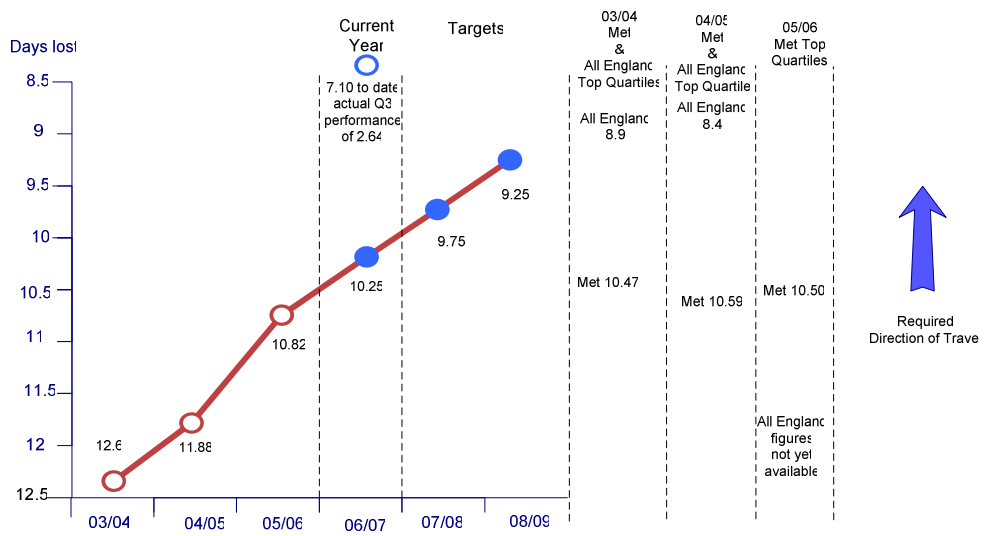
**BV11b - % of top 5% of earners that are BME**



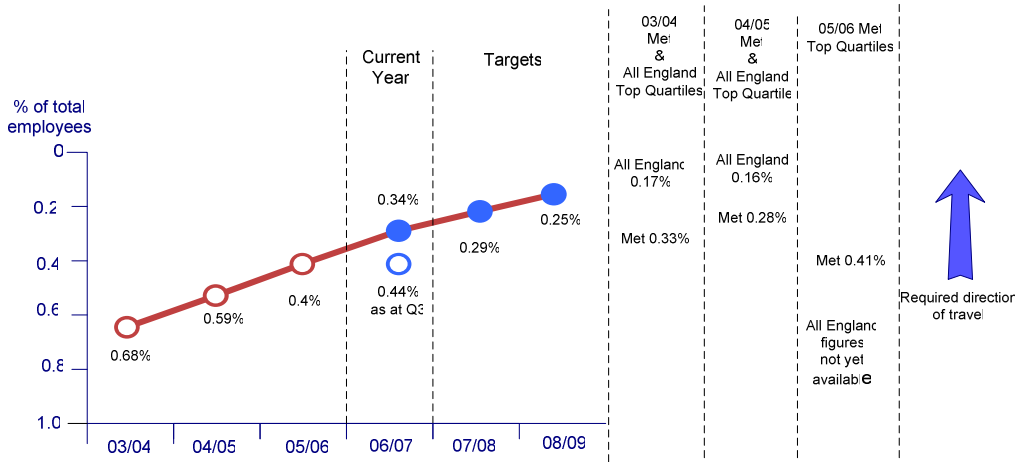
**BV11c - % of top 5% of earners with a Disability**



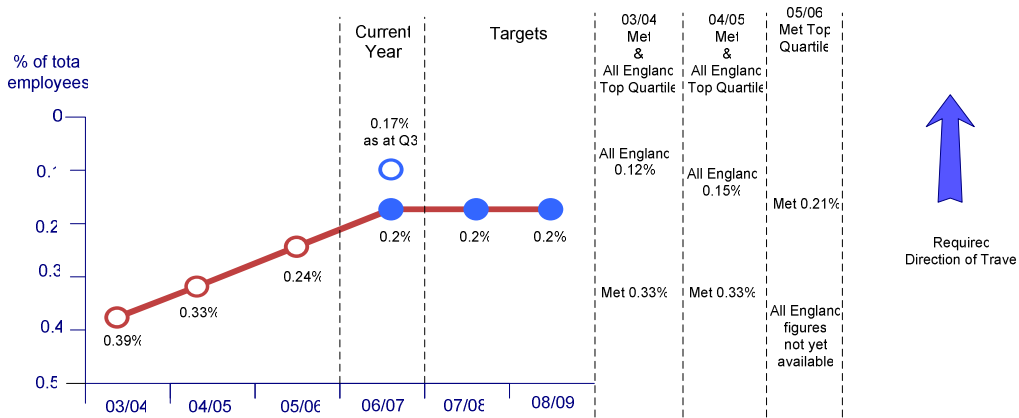
**BV12 - Number of working days lost to sickness absence**



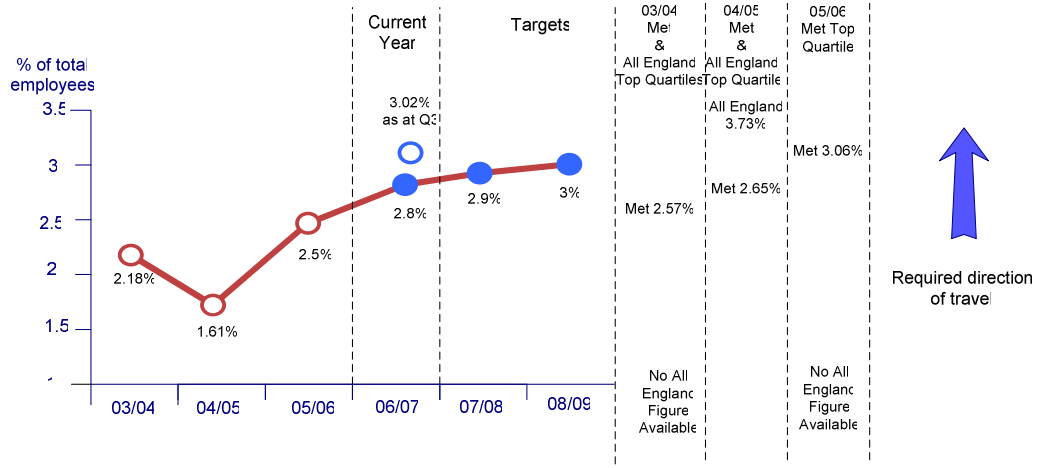
**BV14 - % of employees retiring early (excluding ill-health)**



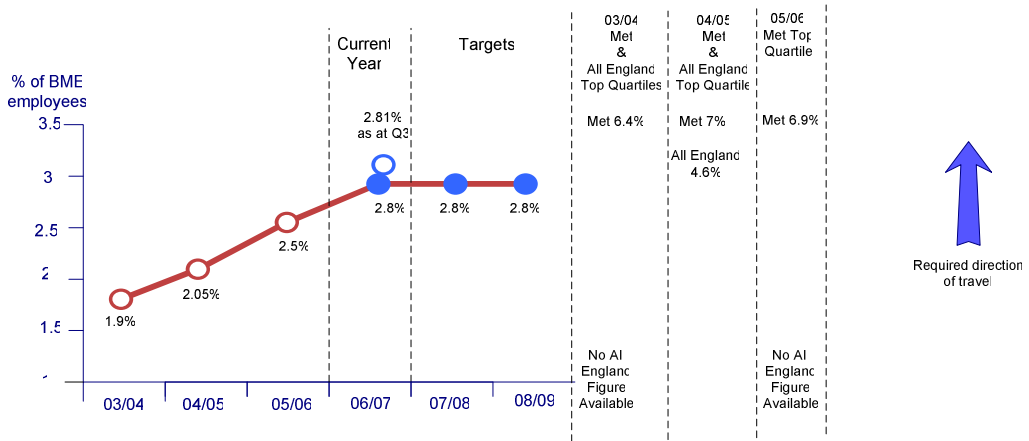
**BV15 - % of employees retiring for ill-health**



**BV16a - % of employees declaring disability**



**BV17a - % of BME employees**



**Appendix C****Local Performance Indicators: Strategic Partnerships**

LPI	Target 2006/07	2006/07				Status
		Q1	Q2	Q3	Q4	
Number of audits carried out on RBT workstreams per annum	5	1	1	0		<b>Blue</b>
Number of consultation exercises carried out on RBT Workstreams per annum	4	1	2	1		<b>Green</b>
Number of Performance Clinics held per annum	12	3	3	2		<b>Green</b>
Payment of PFI invoices within 30 days	100%	83% average	87%	100%		<b>Red</b> <i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i>
Verification of RBT Savings Invoices within 20 working days of receipt of management information	100%	100%	100%	100%		<b>Green</b>

**Appendix C – Local Performance Indicators: Strategic HR**

LPI	Supports Service Action Plan	Target 2006/7	2005/6 Outturn	2006/7				Status
				Q 1	Q 2	Q 3	Q 4	
Heart nominations (Team & Individual)	<b>Achieving</b> (Fairness, Excellent)	60	69	15	19(34)	24(58)		<b>Green</b>
Submissions to employee suggestion scheme	<b>Achieving</b> (Fairness, Excellent)	100 Per Annum	146 (6mths)	79	91(170)	58(228)		<b>Green</b>
M3 Managers (total 168) attending management development centres	<b>Achieving</b> (Fairness, Alive, Learning, Excellent)	56	32 in 6mths	8	14(22)	13(35)		<b>Blue</b>
Leavers % (voluntary in brackets)	<b>Fairness</b> (Proud, Alive, Achieving, Excellent, Learning)	12%	8.7% - 1165 (5.4% - 728)	11%* (6%)	11.7%* (9.8%)	11.3%* (7%)		<b>Green</b>
PDR's completed	<b>Achieving</b> (Fairness, Alive, Learning, Excellent)	90%	Not measured	88%	-	-		<b>Blue</b>
% Response to Reach-in survey	<b>Achieving</b> (Fairness, Excellent)	60%	68%	N/A	55%	N/A		<b>Blue</b>
Employees aged 16-24	<b>Fairness</b> (Proud, Alive, Achieving, Excellent, Learning)	6.5%	4.9% (659)	4.9% (660)	5.3% (716)	4.7% (635)		<b>Red</b>
Employees achieving level 2 (skills for life) in literacy or numeracy	<b>Achieving</b> (Fairness, Alive, Learning, Excellent)	400	335 (total to date)	335	414	438		<b>Green</b>

**\*12 month projected figure**

**Appendix C****Local Performance Indicators: Legal Services**

LPI	Target 2006/07	2006/07				Status
		Q1	Q2	Q3	Q4	
Registered charge for Discretionary Housing Renovation Grants: produce final form of charge for signature by applicant within 10 working days of receipt of full instruction and confirmation of ownership	100%	50%	100%	100%		<b>Red</b> <i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i>
Section 278 Highways Agreement: First draft produced within 12 working days of receipt of full instruction	100%	50%	No new cases	0%		<b>Red</b> <i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary</i>
Advise on Title: To provide title advice within 10 working days of receipt of full instruction	100%	60%	87.5%	93.75%		<b>Red</b> <i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i>
Specialist Commercial Sales (development): Production of Title, Contract and Transfer – prepared and submitted to Purchaser's solicitor	100%	100%	No new cases	No new cases		<b>Green</b>

and instructing officer within 14 working days						
Number of Planning Regulatory Enforcement Notices issued and served within 10 working days following receipt of full instructions	100%	100%	66%	No new cases		<b>Red</b> <i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i>
Number of Freedom of Information requests passed to PA representatives within 3 working days	100%	100%	100%	100%		<b>Green</b>
Rent Possession Cases: Issue within 10 working days of receipt of full instructions	100%	100%	100%	100%		<b>Green</b>
Successful outcomes as a % of criminal litigation where Legal Services has recommended that legal proceedings are to be pursued	90%	100%	100%	100%		<b>Green</b>
Childcare: Issue Care Proceedings within 3 working days of receipt of full instruction	100%	100%	100%	100%		<b>Green</b>
Communicate	100%	100%	100%	80.5%		<b>Red</b> <i>This indicator is</i>



outcome of hearing to client within 2 working days						<i>shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i>
% of childcare cases completed in 70 hours or less	75%	A	A	A		<b>na</b>
Amount of external spend in Childcare Cases (Counsel, agents)	> £50,000	£ 6827	£ 15294	£ 30,644		<b>Green</b>
Gas Injunction cases issued within 10 working days of receipt of full instructions	100%	nr	nr	100%		<b>Green</b>
Productive Hours: % of fee earners achieving annual target chargeable hours of 1200	100%	80%	80%	85%		<b>Red</b> <i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i>
Obtain client feedback: Annual survey carried out	Baseline	A	A	Yes		<b>Green</b>
Obtain client feedback: Discuss improvements with customers within 10 working days of analysis of questionnaire	Baseline	nr	nr	Met		<b>Green</b>

% customer rating of 'good' or better	50%	nr	90%			<b>Green</b>
% customer rating of 'satisfied' or better	80%		99%			<b>Green</b>
Number of written complaints received from client departments through the complaints procedure	Nil	Nil	Nil	Nil		<b>Green</b>
Cost of Legal Service as a % per head of population	Baseline	£ 5.47	£ 5.37	£ 5.37		na
Number of files audited to comply with Quality system (office manual)	30 per team per ¼	30	30	30		<b>Green</b>
% files audited in compliance with Quality system (office manual)	100%	90%	90%	100%		<b>Red</b> <i>This indicator is shown as red only in relation to the 100% target now being unachievable – performance is however back on course and no remedial action is necessary.</i>

<b>ROTHERHAM BOROUGH COUNCIL</b>
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<b>1. Meeting:</b>	<b>Corporate Management Team Cabinet Member and Advisers for Customer Services and Innovation</b>
<b>2. Date:</b>	<b>5th February, 2007 12<sup>th</sup> February, 2007</b>
<b>3. Title:</b>	<b>Corporate Complaints Report 2006</b>
<b>4. Programme Area:</b>	<b>Corporate Services on behalf of all</b>

**5. Summary**

This report seeks to:

- a) provide details of the complaints received and handled during the period 1<sup>st</sup> April to 30<sup>th</sup> September, 2006;
- b) provide an update on position regarding the development of the Corporate Complaints System;
- c) identify good practice amongst the Directorates for measuring customer satisfaction.

**6. Recommendations**

That CMT,

- 1. Note the report and the statistics on Complaints Management for the period 1<sup>st</sup> April to 30<sup>th</sup> September, 2006.**
- 2. Note the progress being made to develop the corporate system further.**
- 3. Approve a cross-Council approach to measuring satisfaction levels amongst customers of the complaints procedure.**
- 4. Approve the revision of the Officer Guide, to incorporate details recently published by the Local Government Ombudsman for handling unreasonably persistent customers or customers displaying unreasonable behaviour.**

## 7. Proposals and Details

CMT have previously recognised the need for a more corporate approach to handling and reporting on complaints, and approval has been obtained to develop a streamlined Corporate Complaints System that will replace the different recording systems that currently exist in individual Directorates. This corporate system will provide a more corporate overview of all complaints, thereby meeting both Directorate and statutory requirements whilst integrating them into the existing RMBC CRM system.

This system will also capture customer comments and compliments, allow for more sophisticated and timely reporting which, if complemented by the reports from Surgery Connect, will provide a more holistic view of a customer's interaction with the Council than the current systems allow. This development is currently on-going with the target of going live in April 2007, although as an interim measure the C3 system (Complaints, Compliments and Comments) has been introduced from 1<sup>st</sup> June 2006.

The Corporate Report for Complaints for 2006, has been produced by the Corporate Complaints Officer based on feedback from the Directorate Complaints Officers, and full details of the statistics are included in **Appendix A**.

### 7.1 Complaints Management 2006

The key points for CMT to note regarding the complaints received are:

The Local Government Ombudsman has **not issued a report of maladministration** against RMBC – this is the top-level evidence that our complaints procedure is working effectively.

A summary of the complaints received during 2005/06 is shown in the table below:

Stage	April-September 2006 No. Complaints	April-September 2005 No. Complaints	Year on Year Change
1	535	489	+46
2	78	123	-45
3	31	16	+15
<b>Total</b>	<b>644</b>	<b>628</b>	<b>+16</b>

The above table shows that the overall number of complaints (including escalated complaints) received in 2006 of 644 increased by 2.5% from the previous year which totalled 628. 13 Local Ombudsman Complaints were also closed within this period in 2006. It should be noted that the 2006 figures do not include Rotherham 2010 Ltd. whilst the 2005 returns do (Rotherham 2010 Ltd. figures are reported separately in line with their arms length status but they were included in the 2005 corporate complaints reports).

In 2006 more complaints were resolved fully at Stage 1 as, despite there being an increase in complaints from 2005, fewer complaints escalated to Stage 2. There was a noticeable increase in Stage 3 complaints which increased to 31, 22 of which were from 2 individual complainants about Children and Young People's Services.

In 2006 there were 620 complaints closed in the period 1<sup>st</sup> April – 30<sup>th</sup> September. Of these, 495 were Stage 1 complaints, 96 were Stage 2 complaints whilst 29 were Stage 3 complaints. 12 Local Government Ombudsman Complaints were also closed within this period.

For the 620 complaints closed in this period, 70% of these were closed within the appropriate timescales. (Appendix A gives a further breakdown.) This represents an improvement in the performance declared for 2005/06 which was 67%. It is anticipated that these improvements will continue following the introduction of the Corporate Complaints System in 2007.

It should be noted that the figures for Stage 2 assess Directorates against the target of completion within 30 working days (the Stage 2 standard was modified to 25 working days from 1<sup>st</sup> November, 2006). Whilst the overall result highlights that only 39 complaints out of 96 were dealt with within time (40%), the Directorate officers have fed back that in most cases, customers have been informed of the need to extend the deadline in order to deal with the matter appropriately. This issue will be reviewed further through the Complaints Officer Forum.

There are a range of **lessons learnt** from the complaints received in the 6 month period of April to September, 2006 and examples of these are provided in **Appendix B**.

## **7.2 Local Government Ombudsman**

Following criticism by the Ombudsman in the Annual Letter to the Council dated 29<sup>th</sup> June, 2006, the reporting template was modified to incorporate performance against complaints received via the Local Government Ombudsman. As a result, we are able to corporately report, for the first time, against the turnaround of corporate Ombudsman complaints during the period, 1<sup>st</sup> April – 30<sup>th</sup> September. In 2006, 75% of Ombudsman complaints were dealt with in 28 calendar days (LGO target), with steps being taken by Directorates to increase this percentage further. For example, Neighbourhoods have introduced an LPI target for responding to Ombudsman complaints, which since its introduction has resulted in 100% of Ombudsman complaints being responded to within the required timescale.

Finally, following the recent publication by the Ombudsman of guidance for handling unreasonably persistent complainants and unreasonable complainant behaviour, there is an opportunity for the Council's current Officer Guidance to be updated to reflect more specific detail around applying this policy than at present.

## **7.3 Taking Complaints Management Forward**

CMT have previously recognised the need for a more corporate approach to handling and reporting on customer complaints, and in light of this approved the development of a corporate system to replace those in place throughout the Directorates. Work around the development of this system is currently underway, which has involved baselining both directorate and any statutory requirements (Adult Social Services and Children and Young

People's Services for social care complaints) with a planned introduction of the system from the 1<sup>st</sup> April 2007.

The baselining sessions have allowed for a comparison of handling complaints across the Council, and whilst the Complaint Officers of each Directorate apply the same target response dates (except for Adult Social Services and Children and Young People's Services who must adhere to statutory timescales for social care complaints) there are slight differences in approach and ways of working. These differences will be addressed through the Complaint Officers Forum so that any customer receives the same level of service irrespective of the Directorate that they contact.

One of the principal differences between the Directorates is around measuring Customer Satisfaction. Most Directorates, apart from Corporate Services and RBT, currently do a follow-up exercise to gauge how satisfied a customer was with the handling of their complaint, and the outcome, using their own specific survey. The frequency of when these surveys are posted out to customers ranges from quarterly in EDS, to a fortnight after closure in Adult Social Services, Children and Young People's Services and Neighbourhoods.

Assessing customer satisfaction is recognised as being important feedback for Directorates and the wider Council, and therefore it is recommended that this approach is standardised and rolled out across the Council. This feedback would enable the Council to determine overall customer satisfaction with complaint handling and the complaint process, as well as providing an avenue for customers to suggest improvements to the Council procedure.

The Quality of Life Survey does report back on '*The percentage of complainants satisfied with the handling of their complaint*', although this is not specifically targeted to customers who have been handled through the complaint process. The customer response to this question is recorded annually as a local performance indicator, and every three years as a Best Value Performance Indicator (BVPI4). Therefore whilst the Council do receive this important feedback it does not provide an overview of satisfaction rates amongst customers who have been handled through the complaints process.

## **8. Finance**

The development cost of the corporate complaints system into the CRM has been included in the current bid for funding from the capital programme for the ICT Strategy implementation.

## **9. Risks and Uncertainties**

A lack of continued focus and development of the corporate complaints system may impact on future assessments and could raise the likelihood of a negative report from the Local Government Ombudsman.

## **10. Policy and Performance Agenda Implications**

The area of complaints and customer feedback was a key focus in the recent Inspection, and inspectors were keen to see developments moving forward.

**11. Background Papers and Consultation**

None.

**Contact Name:**

**Carol Mills**, Strategic Director, Corporate Services ext: 3554

**Mark Evans**, Customer Services Client Manager; Corporate Services ext: 6540

**Jayne Wild**, Customer Services Officer, Corporate Services ext: 6543

**PERFORMANCE STATISTICS****1. Complaints received by Directorate - (1<sup>st</sup> April – 30<sup>th</sup> Sep 2006)**

	Stage 1	Stage 2	Stage 3	LGO	Total
Adult Services	221	37	3	1	<b>262</b>
Chief Execs	-	-	-	-	-
Corporate Services	2	-	-	-	<b>2</b>
CYPS	185	29	22	3	<b>239</b>
EDS	30	5	1	4	<b>40</b>
Finance	1	-	-	-	<b>1</b>
Neighbourhoods	36	3	4	5	<b>48</b>
RBT	60	4	1	-	<b>65</b>
<b>Total</b>	<b>535</b>	<b>78</b>	<b>31</b>	<b>13</b>	<b>657</b>

**2. Complaints received – by Category**

	Actions of staff	Quality of service	Lack of service	Delay in service	Cost of service	Lack of information	Other	Total
Adult Services	95	81	29	11	15	15	16	<b>262</b>
Chief Execs	-	-	-	-	-	-	-	-
Corporate Services	1	-	-	-	-	-	1	<b>2</b>
CYPS	74	120	4	1	4	10	26	<b>239</b>
EDS	16	13	5	1	0	4	1	<b>40</b>
Finance	-	-	-	-	-	-	1	<b>1</b>
Neighbourhoods	6	20	9	3	1	4	5	<b>48</b>
RBT	11	25	11	17	0	0	1	<b>65</b>
<b>Total</b>	<b>203</b>	<b>259</b>	<b>58</b>	<b>33</b>	<b>20</b>	<b>33</b>	<b>51</b>	<b>657</b>



### 3. Complaints closed by Directorate – Overall Numbers (1<sup>st</sup> April – 30<sup>th</sup> Sep 2006)

	Stage 1			Stage 2			Stage 3			LGO		
	Closed	Closed Upheld	Closed Partially upheld	Closed	Closed Upheld	Closed Partially upheld	Closed	Closed Upheld	Closed Partially upheld	Closed	No, or insufficient evidence of, Maladministration	Local Settlement
Adult Services	200	N/A	N/A	37	11	8	3	0	0	0	1	0
Chief Execs	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Services	2	-	-	-	-	-	-	-	-	-	-	-
CYPS	174	N/A	N/A	16	7	6	7	7	8	1	-	2
EDS	22	4	3	4	0	1	-	-	-	-	3	1
Finance	-	1	-	-	-	-	-	-	-	-	-	-
Neighbourhoods	28	1	0	0	1	2	1	0	2	0	1	3
RBT	41	13	6	2	0	1	1	0	0	-	-	-
<b>Total</b>	<b>467</b>	<b>19</b>	<b>9</b>	<b>59</b>	<b>19</b>	<b>18</b>	<b>12</b>	<b>7</b>	<b>10</b>	<b>1</b>	<b>5</b>	<b>6</b>

### 4. Complaints dealt with within complaint procedure timescales

	Stage 1	Stage 2	Stage 3	<i>Cumulative % 1.04 – 30.09 06</i>	<i>% 2005-6</i>
Adult Services	170 (of 200)	19 (of 56)	0 (of 3)	73%	61%
Chief Execs	-	-	-	N/A	N/A
Corporate Services	2 (of 2)	-	-	100%	100%
CYPS	110 (of 174)	12 (of 29)	10 (of 22)	59%	59%
EDS	25 (of 29)	5 (of 5)	-	88%	70%
Finance	1 (of 1)	-	-	100%	N/A
Neighbourhoods	26 (of 29)	3 (of 3)	3 (of 3)	91%	90%
RBT	50 (of 60)	0 (of 3)	1 (of 1)	80%	71%
<b>RMBC</b>	<b>384 (of 495)</b>	<b>39 (of 96 )</b>	<b>14 (of 29 )</b>	<b>70%</b>	<b>67%</b>

**5. % of Local Government Ombudsman Requests responded to within 28 days.**

	<b>LGO</b>
Adult Services	100%
Chief Execs	N/A
Corporate Services	N/A
CYPS	67%
EDS	75%
Finance	N/A
Neighbourhoods	75%
RBT	N/A
<b>RMBC</b>	<b>75%</b>

Key Service Improvements from Upheld Complaints

<u>Directorates</u>	<u>Service Improvements</u>
<b>Neighbourhoods</b>	<p><b>Customer complained that...</b> we failed to offer them a property  <b>We have...</b> been carrying out presentations around the Borough to further raise the awareness of the Key Choices Letting Scheme. We have also developed a report which identifies customers who are not applying for properties and a sample are given a courtesy telephone call. Over the next couple of months every customer with an application registered will be contacted by letter to find out if they still want to move as part of our 'waiting list review'</p> <p><b>Customer complained that...</b> the TV screen in the Key Choices Property Shop window was not very clear when the sun was shining on it  <b>We have...</b> purchased a protective film which has improved visibility</p> <p><b>Customer complained that...</b> the waiting time was too long for a medical priority assessment  <b>We have...</b> increased staff within the Assessment Team by a third. This has improved the waiting time for an assessment from 6 weeks to approximately 3 weeks</p> <p><b>Customer complained that...</b> they were not happy with the waiting time for adaptations  <b>We have...</b> carried out a review of the Adaptations Service which has led to:</p> <ul style="list-style-type: none"> <li>- technical officers working in defined areas of the Borough (North, Central and South)</li> <li>- better team working through the establishment of working groups</li> <li>- revised our Service Standard booklet which sets out what kind of service customers can expect from the Adaptations Team, Occupational Therapists and 2010 Rotherham Ltd.</li> </ul> <p><b>Customer complained that...</b> the consultation procedure, in respect of the future of their TARRAN properties at Maltby was not thorough and they felt that their views were not taken into account.  <b>We have...</b> formalised a consultation procedure in respect of non-traditional properties. This was based on the experience of the complainants.</p>
<b>CYPS</b>	<p>Relevant procedures have been updated and communicated to staff.  Information provision on services has been improved.  Information on complaints procedures is publicised where possible this had led to fewer complaints about delays. New literature is being developed.</p>
<b>EDS</b>	<p>As a result of comments from complainants, staff have been asked, through the Managers' Forum, to ensure that they return calls to customers in a reasonable time and certainly within any timescale they have agreed with the customer.</p>

**Adult Social Services**

<b>Issue</b>	<b>Recommendation</b>	<b>Action</b>
<p><b>Complaint 1</b> Social Work staff raised a concern regarding independent providers with the Contracting Section. The Contract Section then responded to the member of staff. Previously when this has happened the response from the Contracts Section concern has not always been fed back to the service user or carer on whose behalf the concern was raised.</p>	<p>Protocol for ensuring that Contracting Concerns originating from Service Users or their carers are responded to.</p>	<p>Staff have been asked to inform Complaints Unit of Contracting Concerns they have raised on behalf of service users/carers. The Complaints Unit will then monitor and remind Team Managers that staff should respond to service users when they receive feedback.</p>
<p><b>Complaint 2</b> Complaints about services delivered on behalf of Adult Social Services by the independent sector had a number of implications. These included Adult Protection Issues and whether or not the complaint had wider implications regarding whether a person's assessed needs were being met, or whether there were more general concerns about the provider. Other issues considered included ensuring Adult Protection was involved where appropriate but that consideration of this should not cause undue delays in having the complaint registered at Stage 2.</p>	<p>Complaints Unit to ensure that liaison takes place with staff where complaints may involve a number of processes (e.g. Adult Protection, Contract Concerns) and ensure customers receive full feedback of all issues raised</p>	<p>Concerns, Complaints and Adult Protection Meetings now held on a quarterly basis. Representatives from Complaints, Contracting, Adult Protection and Commission for Social Care Inspectorate (CSCI) attend. Agenda includes review of current cases. Agreement is reached to ensure that service user is promptly informed in writing of who is dealing with their concerns.</p>
<p><b>Complaint 3</b> A client had been living at the same establishment for over 12 years and he and carers felt new developments may be better at meeting his needs. The response to the request to consider alternatives was slow and a number of options were ruled out without due consideration as to whether or not they were viable.</p>	<p>Learning Disability Services to adopt a more flexible approach to organising Supported Living Packages when there is a shortage of accommodation</p>	<p>Current Acting Head of Learning Disability Service to Implement a clearer assessment and care planning system.</p>
<p><b>Complaint 4</b> The recording of items delivered by the relative of a service user to reception was poor and led to a dispute regarding whether or not documentation relating to the death of a service user's spouse had been received.</p>	<p>That Social Services conduct a review of its procedures, training and practice in respect of recording all contacts with service users and others, including receipts of any items submitted</p> <p>Training in customer care to be considered for frontline staff.</p>	<p>Receipts to be issued whenever important documents are delivered to reception.</p> <p>Proposal sent to Operational Management Team regarding customer care and conflict resolution training for frontline staff.</p>

<p><b>Complaint 5</b> An elderly resident in a RMBC residential establishment fell and fractured a rib. The immediate family was not informed and they were concerned that the establishment should have sought medical intervention earlier.</p>	<p>Adult Social Services conduct a review of its procedures, training and practice in its residential homes to reduce risk of communication errors leading to neglect</p> <p>Adult Social Services develop formal procedures in respect of notification to relatives of injury or illness, etc</p>	<p>Currently with the Divisional Manager who will oversee implementation.</p>
<p><b>Complaint 6</b> A service user in respite had his medication changed. His family were not informed of this change.</p>	<p>Pre admission assessment documentation for Learning Disability Respite to contain specific section detailing whether close family consents to medication being reviewed</p> <p>Family member of people with learning disabilities entering respite to be given copy of pr admission assessment</p>	<p>Acting Head of Learning Disability Services to ensure procedures are amended. Report to go to SMT who will monitor and ensure this action has been taken</p>
<p><b>Complaint 7</b> Complainant claimed that a service user had been left in the same incontinence pad and had not been moved from his chair for an entire day. The Investigating Officer (IO) did not uphold the complaint. Nevertheless the IO did comment that the recording of the care the service user received that day was scant and that Social Services were vulnerable to similar accusations in future if the recording did not improve.</p>	<p>More detailed recording of issues including toileting and feeding of people attending Elliot Centre</p>	<p>Acting Head of Learning Disability Services to ensure procedures are implemented</p>

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1.</b>	<b>Meeting:</b>	Customer Services & Innovation Cabinet
<b>2.</b>	<b>Date:</b>	12 <sup>th</sup> February 2007
<b>3.</b>	<b>Title:</b>	RBT – Performance Update
<b>4.</b>	<b>Directorate:</b>	RBT

**5. Summary**

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

**6. Recommendations**

That the information in the report be noted

## 7. Proposals and Details

### Highlights

Highlights for the period have been:

- Welfare Rights achieve £1million extra benefit income for clients since 2003
- 99.83% payroll accuracy achieved
- National e-Government award for the Procurement service
- e-Benefits training complete within CSC

### 7.1. Service by Service Overview

#### 7.1.1. Customer Services / Public Access

Within Rotherham Connect activity continues around process mapping Planning and Corporate Complaints with the service take-on for Social Services being under review. Planning maps have now been built into the system and a decision on the staffing FTE is with the Directorate and training will be delayed until this has been agreed; this will delay the delivery date of this service. Neighbourhoods are the next service to be included and a communications plan is being developed in conjunction with the client team to engage with the directorate in a structured way. All Housing and Council Tax Benefit, Free School Meals and Council Tax processes have been mapped by the improvement group with testing of these maps to take place in week commencing 11th December. Once this has been evaluated further discussions will take place with Stakeholders with regard to implementation.

The main focus within Rotherham Connect, however, remains on the delivery of the existing services. As expected and highlighted previously the SLA's for calls answered within 15 seconds and abandoned calls to the Rotherham Connect contact centre were not met. Vacancies in the Contact Centre at Customer Service Representative (CSR) level continue to impact on the service along with a reduction in staff resources caused by sickness and maternity leave.

Further to confirmation that up to 10 agency staff could be appointed to the contact centre to assist with call volumes, 9 agency staff were recruited, 3 are now effective, 2 are currently in training and the remainder are no longer with the Service due to being unreliable/unsuitable.

RBT have provided a report on the ongoing recruitment issues and presented this to the client and as a result the Council have revised the recruitment strategy in an attempt to increase interest in the Contact Centre posts. In the immediate term Customer Service Centre (CSC) staff have temporarily moved into the Contact Centre to try and minimise the impact on customers. In a further attempt to recruit to the vacant CSR posts ring-fenced to RMBC an

advert has been placed on the Intranet without a closing date. References have been requested for 3.58 positions across the Contact Centre which do not require RMBC backfill.

In response and in recognition to the ongoing recruitment issues RBT have submitted a change request to suspend financial penalties, a response has now been received and RBT are considering what information can be produced to support the request.

In addition the Contact Central platform has not been 100% reliable since its implementation within the Library Contact Centre, and as a result we are working very closely with Contact Central to gain some reliability and exploring the functionality of the platform. It is essential that it is reliable prior to further roll-out, and current projections are that this will be completed by the end of the financial year.

We are progressing work on the introduction of an Interactive Voice Response (IVR) facility for the Streetpride service. The client is preparing a report for CMT and Members regarding the potential for wider use of IVR across other services in the Contact Centre, principally to address similar one-off campaigns or other anticipated increased demand for services and to route calls to specific advisors/agency staff.

Preparation continues within the Registrars section for the Registration Online (RON) pilot. As detailed previously it is still expected that the pilot will begin during January with training to take place in early January. Staff are currently being taken out of the service to undertake training in the system. There were concerns that the network at the hospital would not be capable of dealing with the new system but recent tests have shown that the minimum standards will be met, however, we are installing a network connection to the RMBC network to ensure greater control and resilience. This will ensure the RBT ICT service will have total control of the registrars system in the hospital and will therefore be able to deal with any issues as they arise.

Registration Online is due to go live from 22nd January 2007.

Within the Civic Customer Service Centre staff continue to provide cover for the Contact Centre. The take on of Adult Social Care is currently being negotiated however there is a concern that time taken in reaching agreement around this will result in a delay in achieving the target. All Customer Service Advisor vacancies for the Dinnington CSC have now been recruited to. All positions are to be filled by council employees with offers to be issued shortly, subject to references. It is anticipated that staff will start on 12th February 2007. However the position of Team Supervisor remains unfilled.

Finally, within the Welfare Rights and Money Advice service maximisation of benefit income for clients in receipt of non-residential social care has reached the £1million mark. To date, £1,010,197 has been raised for Rotherham residents since the new statutory duty came into effect in 2003.



### 7.1.2. HR and Payroll

Within HR & Payroll the emphasis remains on accuracy within Payroll, the Service Centre and the supporting teams.

Performance within the Payroll team around accuracy stood at 99.83% with only 39 errors reported out of 23,414 payslips generated and it is worth noting that the Payroll Accuracy SLA target of 99.50% has now been met for eight consecutive months. Overall payroll accuracy is dependant upon everyone involved complying with the process, and the client is working with HR & Payroll to encourage managers to do so.

December is one of the busiest periods in the payroll calendar. Early payment of the school's payroll coupled with a two week wages payment prior to the Christmas holidays always adds to the Payroll Team's pressure. The closure of offices over the holidays also means that preparation for the weekly wage to be paid in the first week of the New Year must be completed before the Christmas break. The Team worked tirelessly to ensure that all payrolls were processed and all payment deadlines were met.

HR Service Centre employees were given a presentation at the end of November 06 explaining how the Centre was to be developed going forward with the introduction of on line forms via **Yourself**. This included what the new organisational structure would look like from March 2007, how it would affect employees working in Payroll, Customer Services and Recruitment and that it would not affect those working in the Advice & Guidance Teams. In addition to the various ways that employees could raise questions/challenge the new structure and ways of working during the consultation period they were also advised that they needed to complete an expression of interest form before the 12 January 2007 saying which job they would be interested in doing in the future. Following receipt of the expression of interest forms everyone would be interviewed during January and announcements made regarding who would be doing which job in the future

In relation to SLA performance there is only one area to highlight this month in 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). This measure underperformed at 71.18%. Extensive discussions have taken place between RMBC and RBT regarding the increased level of call volumes received by the HR Service Centre. RMBC have refused to fund more operators to answer the increase number of calls and to meet their desired level of service. The higher volume of calls is due to an increased level of enquiry and not through any failure by RMBC or RBT. As a result of the increased level of demand RBT have funded some extra operators and RMBC have suspended financial penalties against SLA HR17 until the end of December 06 after which the situation will be jointly reviewed. During this time RBT have improved the service such that 95% of callers are answered of which 71% are answered by the First Line Team with out being passed on to any other Team within the Centre. However, given the

volumes at key times employees and managers can find it difficult to get through and therefore have to redial but ultimately 95% of all callers are answered. It is expected that in time a Call Queuing System will help to improve this situation by placing callers in a queue but the service will continue to suffer from a lack of funding

The transfer of catering employees to a monthly payment in January is progressing well. Multiple contract holders have been identified and contacted in preparation for aggregation of earnings onto the monthly payroll. This is a major project involving approximately 600 employees that will hopefully pave the way for other service areas.

On line wizards to enable managers to quickly and easily advise HR of New Starters and Leavers are available through the Yourself HR Self Service function. However, take up by managers has been slow. This is disappointing since early notification of leavers will reduce the level of overpayment incurred by managers reporting employees leaving after they have already left.

Some changes in the delivery dates of other wizards and on line forms have resulted from changes arising from comments from managers, internal audit and user acceptance testing. But, development is continuing and the New Appointments Wizard will be launched in January.

Job Evaluation work is on track against the revised plan. Regular liaison with Strategic HR takes place to ensure that HR&P is up to speed with constantly changing plans and strategy.

Finally, The Pay Magazine published photographs and an article on the recent Award for "Payroll Excellence in the Public Sector". The Team has also been invited to attend a forthcoming Council meeting where the award will be presented by the Mayor.

### **7.1.3. ICT**

Discussions continue with CYPS regarding different approaches to the next prices for the Schools Connect service. The documentation for inclusion in the Portfolio of Services has already been produced and sent through to CYPS. The Director of CYPS has requested that RBT provide a phased model of proposed prices which will bring the level of charging up to a break even point within three years. RMBC are also considering a level of subsidy as the cost to schools for the last three years has been held artificially low due to an LEA subsidisation. A number of meetings have been held with CYPS and agreement has now been reached in how the charges can be distributed between the secondary and primary schools. RBT has agreed to subsidise the difference between the existing charge and the true service costs by 66% for 2007/08, 33% for 2008/09 and reflect the true cost in 2009/10. Although it should be noted that this is reliant on all schools signing up to the service and that this is a year by year deal not a fixed price 3 year deal as in the past.

RBT are currently responding to the change request submitted by the Council re the proposed 'mini' refresh programme and RBT are awaiting a suggested approach to next years catch up. This programme is set to start in January and staff in Adult Social Care and CYPS are been involved in the planning of the deployment within Crinoline House.

A visit to Microsoft Headquarters, arranged by the Head of ICT, took place in November with a view to considering the latest product releases that will be available during 2007. The visit provided an opportunity to review the current Service, Corporate and Business Development Strategies against the new products. A follow-up workshop in December was organised by the Head of ICT, which included the ICT Client to consolidate the visit and agree areas to be explored further that link either to strategy or service improvement/efficiency. A document has been drawn up detailing the follow-up action required in each topic area. A further meeting is to be arranged in 2/3 months time to discuss progress.

Finally the majority of the new SLA targets are now being fully measured and all targets have been achieved for December. Work is ongoing within the agreed timescales to monitor & baseline the remaining SLAs.

#### **7.1.4. Procurement**

The procurement service continues to work with the remaining large suppliers on the e-Invoice list to deliver the contracted benefit. NPower Commercial Gas went live in December. This was the final utility supplier in the scope of phase 3. Work continues with the remaining four suppliers in scope. After the "top ten" suppliers, use of e-Invoicing will in future be integrated with supplier renewal and negotiated at the point of agreeing the framework agreement.

In relation to SLA performance there were three areas to highlight for December:

- PR01 – "Percentage of catalogued goods or services delivered within the "lead times" displayed in the item file" – Under target by just 0.18% Analysis confirms a dip in performance by Supplies Team, the contracted supplier for office consumables. A full itemised report of each late delivery has been passed to the relevant BPP officer who has raised this as a concern to the supplier and requested an immediate improvement.
- PR02 – "Percentage of fully completed and authorised cheque requests received in P2P before 2pm on the payment day that are processed on the next available payment run date" – An influx of cheque requisitions on 1<sup>st</sup> December when a number of P2P staff were on leave resulted in a lack of resource to process all by the required payment run. 48 cheque requisitions were processed one day late reducing performance. This was an isolated occurrence due to unusual circumstances. Staff training on cheque requisitions has been widened to ensure appropriate resource are always available in future.

- PR03 - Percentage of undisputed invoices for commercial goods and services that were input within 25 calendar days of such invoices being received by the Purchase to Pay Team - In order to ensure timely payment of invoices for the Christmas closure, P2P provided extra support to chasing goods receipts to maintain the BVPI8 target, therefore slightly affecting performance on PR03. This was an indirect result of the Christmas closure and only three working weeks in December. Improvement expected in January.

The SLA trial aimed at trying to measure RBT Procurements active involvement in local supply market development within the SME and VAR organisations (PR06) has now widened to take account of 'Regional Suppliers', that is those now within the Yorkshire and Humberside region. The agreed position is that the trial which had been underway as a way of benchmarking activity locally would continue and be re-considered by both the Client and RBT.

The Procurement Card business case was signed off in September by RBT. The project was initiated, Visa Interface design work has been done and a test interface created. Following the decision to fund this project from within Transformation, a client change request was signed off on 23rd November. The Bank Agreement was signed by RMBC on 30th November and the P-card account is now live. Two process design meetings have taken place with EDS Highways and a pilot process has been agreed. We are ready to issue cards for walk-through testing.

However on 4th December, the Client was notified that this along with other RBT/RMBC joint projects was being put on hold until the outcome of "Our Futures" is known.

Performance on the Council's BVPI8 target of undisputed invoices paid within 30 days is reported for the month as 94%, a further improvement over previous months; although it is highlighted that this historic issue in gaining commitment from Council Officers in the GRN process is essential to any further improvement.

Procurement savings targeted to be delivered are around £424,000 short of the original plan, this is affected by the £600,000 budgeted construction savings. This leaves a considerable gap between the RMBC Finance Director's request for £4.5M procurement savings this year and the current estimate of £2.34M excluding construction savings (compared with an estimate of £2.81M in the Annual Plan). Unless more addressable spend is offered to RBT by RMBC, this target remains non-achievable.

On a final note it is with great pleasure that I can confirm that RBT has won the e-Government Award for "Local e-Government excellence: Efficiency". The award was presented at a ceremony at The Savoy Hotel in London on 17<sup>th</sup> January. This is fantastic news and acknowledges the incredible hard work that's been going on in Procurement in the last three years.

### **7.1.5. Revenues & Benefits**

Work continues on the joint working initiative between RBT, the Department for Work and Pensions (DWP) and RMBC Social Services, with a view to launching a consolidated service in December/January 2007. Training is ongoing and will continue to January 2007. The Joint Team Project Board met on the 22nd November 2006 and agreed that the target for the joint team was to be based on population growth forecasts for people over 60 years.

Progress around the E-Benefits project continues and training within the CSC has been completed with all Customer Liaison Officers trained and an e-Benefits Champion nominated to provide ongoing assistance. The self-serve element has been provided and a change request has been issued to ICT for its installation. The next release of e-Benefits is due and once received testing will commence immediately.

The 6 revised quarterly SLAs were measured at the end of December and the only area of concern remains on RB14 (the average number of days taken to process a change of circumstances) where performance continues to fall outside the current target. Work has been done within the team to look at ways of improving performance and a number of initiatives are to be introduced. However a phased implementation is planned as there is no wish to have a detrimental effect on the teams' other targets, all of which are currently being met.

In terms of the annual measures, performance continues to be tracked monthly and in some cases weekly against targets. Concerns remain around RB02/BV09 (percentage of Council Tax collected for the year). The percentage of council tax collected at the end of December 2006 is 1.37% down on performance at the same time last year, however as explained previously the introduction of the option for customers to pay council tax over 12 monthly instalments (numbers are increasing each month) has changed the payment profile in comparison to previous years. As a result of this almost 1.20% more Council Tax will be collected in the final quarter compared to last year. Current performance is projected as 97.22% by the year end.

An action plan has been developed to increase performance around council tax collection, and this was presented to members in the last CS&I and Finance Cabinet as a separate report.

## **7.2. Progress against Corporate Initiatives**

### **7.2.1. Equalities**

Level two training with the TUC commenced on Equality and Diversity early December, funded by the learning Skills council.

### **7.2.2. Investors In People**

In 2007, the IIP assessment will include 'Profiling' of certain selected criteria, in order to measure ourselves against stretching targets. RBT is developing a Training system that will encourage the review and evaluation of staff development within the organisation to ensure the investment in people gives a return to the council.

Workforce planning is being embedded into Service planning along with Equalities and Diversity. A Consultation Steering group has been founded to explore issues highlighted by the Staff survey. PDR workshops will take place in the New year, following a skills audit of existing PDR form 2s, to improve the standard of individual targets set by managers. This will ensure the 'Golden thread' filters down to front line staff.

### **7.2.3. Consultation/Complaints**

An RBT Consultation Steering group has been formed, with terms of reference being agreed in the December meeting. Inclusion and community consultation have been identified as two integral parts of the Council's future performance assessment framework.

## **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. A total of £23K has been deducted from the service charge to date, and further amounts disputed by RBT are under discussion.

## **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 LPI's

### **Contact Names:**

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<b>Corporate Services</b>
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### Meeting Minutes

Meeting Title	<b>Procurement Panel</b>
Date	<b>Monday 22<sup>nd</sup> January, 2007</b>
Start time	10.00 am
Venue	Committee Room 1, Rotherham Town Hall
Chair	Councillor Ken Wyatt

Attendees	Init	Programme Area
Ken Wyatt	KW	Councillor
Robin Stonebridge	RS	Councillor
Carol Adamson	CA	CEX
Elaine Alliot	EA	Voluntary Action Rotherham
Abi Dakin	AD	RBT
Sandra Greatorex	SG	Voluntary Action Rotherham
Peter Hunter	PH	RiDO Investment Team
Helen Leadley	HL	Corporate Services
David Lisgo	DL	Adult Social Services
Sarah M <sup>c</sup> Call	SM	Corporate Services
Laura Townson	LT	Children & Young People's Services

Apologies	Init	Programme Area
Gerald Smith	GS	Councillor
Simon Bradley	SB	RBT Procurement Manager
Teresa Butler	TB	2010 Rotherham Ltd
Bob Crosby	BC	Neighbourhood Services
Lesley Dabell	LD	Voluntary Action Rotherham
Matt Gladstone	MG	Acting Assistant Chief Executive
Gary Ironmonger	GI	2010 Rotherham Ltd
Brian Leigh	BL	RBT
Carol Mills	CM	Corporate Services
David Rhodes	DR	Economic and Development Services
Ian Smith	IS	Head of Asset Management
Keith Thompson	KT	Corporate Services
Jeff Wharfe	JW	RiDO - Rotherham Partnership

Minutes		
Ref	Item or Action	Action Owner
01/07	<b>Minutes of Previous Meeting</b>  The minutes of the previous meeting of the Procurement Panel, held on Monday, 11th December, 2006, were agreed as a correct record.	

02/07	<p><b>Recycling Action Yorkshire</b></p> <p>The Procurement Panel noted that discussions were continuing with Recycling Action Yorkshire (RAY) about the implementation of the Council's sustainable procurement policy. Environment and Development Services were to be involved in these discussions.</p> <p>The Council's current and proposed arrangements for the collection of plastic for recycling were noted. At present, there were no proposals for the kerbside collection of plastic.</p>	
03/07	<p><b>Procurement – Commissioning Team for Children and Young People's Services</b></p> <p>Laura presented a report about the procurement process of the Commissioning Team for Children and Young People's Services. Reference was made to:-</p> <ul style="list-style-type: none"> <li>- three major projects: regional contracted providers list; the Calderdale Project and the Young Carers Commissioning Strategy 2007-2010;</li> <li>- the Commissioning Framework;</li> <li>- Yorkshire and Humber Children's Contracting Steering Group;</li> <li>- partnering, collaboration and supplier management;</li> <li>- partnership working with the Primary Care Trust (CAMHS and teenage pregnancy);</li> <li>- systems allowing business to be transacted by electronic means;</li> <li>- stimulating markets and achieving community benefits;</li> <li>- progress with issues included in the action plan;</li> <li>- including issues identified by the Council's 'Our Future' deliberations within the procurement process.</li> </ul> <p>The contents of the report were noted.</p>	
04/07	<p><b>Procurement – Neighbourhoods and Adult Social Services</b></p> <p>David presented a report about the procurement process of the Commissioning Team for Neighbourhoods and Adult</p>	



	<p>Social Services. Reference was made to:-</p> <ul style="list-style-type: none"> <li>- residential and nursing care; domiciliary care;</li> <li>- service level agreements with organisations in the community and voluntary sector (contracts for three years, reviewed annually); and negotiation of fees and for advance payments in certain circumstances;</li> <li>- the key functions of contract letting; monitoring the quality of performance and market management;</li> <li>- development of service level agreements with Sheffield hospitals for hospital discharge assessments;</li> <li>- development of sub-regional contract for Advocacy for Mental Health service users;</li> <li>- development of the commissioning strategy;</li> <li>- progress against the four themes of the Council's corporate procurement strategy: <ul style="list-style-type: none"> <li>- e procurement;</li> <li>- e monitoring for domiciliary care;</li> </ul> </li> <li>- development of Joint Commissioning Strategy with the Rotherham Primary Care Trust.</li> </ul> <p>The contents of the report were noted.</p>	
05/07	<p><b>Update on SCMS, E-Framework Agreements and Contract Register</b></p> <p>This item was deferred until the next meeting.</p>	BL
06/07	<p><b>BVPI8 – Payment of invoices within 30 days (Goods Receivable Notification (GRN) - receipt of goods on a timely basis)</b></p> <p>Detailed information, collected from September to December, relating to invoices not paid as per BVPI 8 was presented to the meeting. It was pointed out that this data included all programme areas, together with reasons for non GRN (which included:- i) budget dispute; ii) no authorisation; iii) invoice received late; iv) late authorisation; v) waiting confirmation and vi) Cedar receipt mis-match).</p>	

	<p>The Panel noted the significant improvement since the last meeting, although further improvement was still essential.</p> <p>It was agreed that there should be updates on the BVPI8 position at each meeting of the Procurement Panel.</p>	<p>HL BL</p>
<p>07/07</p>	<p><b>Voluntary and Community Sector – Update on Base Budget Review, the Local Area Agreement and the Compact</b></p> <p>The Procurement Panel welcomed Colin Bulger (Head of Policy and Partnerships) who gave a presentation about the Council's base budget review affecting the voluntary and community sector, as well as the Local Area Agreement and the Compact.</p> <p>Significant outcomes of the base budget review affecting the voluntary and community sector were:-</p> <ul style="list-style-type: none"> <li>- the possible implementation of service contracts for three years (with notice periods of three months);</li> <li>- formal contract monitoring contracts;</li> <li>- having a clear policy on payment arrangements.</li> </ul> <p>The Panel considered that there ought to be a consistent approach, across the whole Council, in its dealings with organisations within the voluntary and community sector.</p> <p>It was noted that a report was to be considered by the Corporate Management Team (probably in March) about external funding arrangements and structures and it was agreed that the report ought to be submitted to the Procurement Panel for information.</p> <p>Colin was thanked for his presentation.</p> <p>It was agreed that the representatives of Voluntary Action Rotherham would give a presentation about the Rotherham Compact at a future meeting of the Procurement Panel.</p>	

08/07	<p><b>Action Plan Update</b></p> <p>Helen Leadley drew the Panel's attention to the actions which were either amber or red and provided an update in respect of each one.</p> <p>Particular reference was made to:-</p> <p>APR1.04 – Procurement Ethics Policy – approval still required.</p> <p>APR1.06 – Procurement approach to comply with Freedom of Information Act – approval still required.</p> <p>APR1.08 – High Risk and High Value Procurement, scrutiny by Performance and Scrutiny Committee – this item to be the subject of a report to the next meeting of the Procurement Panel.</p> <p>APR1.12 – ‘Lessons learned’ to be included in Procurement section of the Intranet site – discussions were taking place with RBT about the updating of the Intranet site.</p> <p>APR2 – all action points reported “green”</p> <p>APR3.05 – Document imaging – an issue which needed to be resolved quickly.</p> <p>Options were being examined. It was expected that this would show as “green” in the next report.</p> <p>APR4.03 – review tendering processes to ensure elimination of barriers – work was continuing on this action point.</p> <p>APR4.06 – engagement with the local market – this action had changed from green to amber because of the need to continue work on the preparation of the three-years plan.</p> <p>Helen also referred to her imminent maternity leave and that Sarah M<sup>c</sup>Call would be presenting the Action Plan update report to future meetings of the Procurement Panel.</p>	IS HL  HL  HL
09/07	<p><b>Legal Update</b></p> <p>This item was deferred until the next meeting.</p>	BL

<b>Next Meeting</b>	
Date	Monday, 12 <sup>th</sup> February, 2007
Time	10.00 a.m.
Venue	Town Hall, Rotherham

**Dates of Future Meetings**

The dates for future meetings of the Procurement Panel were agreed as follows:-

Monday, 12<sup>th</sup> March, 2007 starting at 2.00 pm (note the alteration to an afternoon meeting)

Monday, 16<sup>th</sup> April, 2007 starting at 10.00 am

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

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