CABINET MEMBER OF RESOURCES

Venue: Rotherham Town Hall, Date: Monday, 8th June, 2009

Moorgate Street,

Rotherham

Time: 11.30 a.m.

AGENDA

- 1. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972 (as amended March 2006).
- 2. To determine any item which the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
- 3. RBT Performance Report for the Year End 2008/09 and April 2009 (Pages 1 19)
- 4. Chief Executive Revenue Outturn Report 2008/09 (Pages 20 26)
- 5. Financial Services Capital Outturn Report 2008/09 (Pages 27 29)
- 6. Financial Services Revenue Outturn Report 2008/09 (Pages 30 35)
- 7. Customer Access Group (Pages 36 38)
 minutes of meeting held on 11th May, 2009
- 8. Complaints Forum (Pages 39 41)
 minutes of meeting held on 11th May, 2009
- 9. Website Strategy Group (Pages 42 44)
 minutes of meeting held on 26th May, 2009
- 10. Representation on Working Parties/Panels(1) E Government BoardCabinet Member and Advisor for Resources
 - (2) Rotherham Information Governance Group Councillor Wyatt

(3) Data Protection and Information Group Councillor Hodgkiss

(4) Fair Trade Group

Councillor Wyatt (Chair); Councillor Jack

(5) Procurement Panel

Councillor Wyatt (Chair)

Councillor Smith, Cabinet Member for Regeneration and Development Services

Councillor Whelbourn, Chair, Performance and Scrutiny Overview Committee

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 those paragraphs indicated below of Part 1 of Schedule 12A to the Local Government Act 1972.

12. Additional RBT Performance Information for Year End 2008/09 and April 2009 (Pages 45 - 52)

(Exempt under Paragraph 3 of the Act - information relating to the financial or business affairs of any particular person (including the Council)).

13. Stage 3 Complaint Panel (Pages 53 - 56)

(Exempt under Paragraph 2 of the Act – information which is likely to reveal the identity of an individual)

ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS

1.	Meeting:	Cabinet Member for Resources
2.	Date:	8 th June 2009
3.	Title:	RBT Performance Report for the Year End 2008/09 and April 2009
4.	Directorate:	Financial Services

5. Summary

This report summarises RBT's performance against contractual measures and key service delivery issues for year end 2008/09 and April 2009 across the areas of Customer Access, Human Resources and Payroll, ICT and Procurement.

6. Recommendations

The Cabinet Member for Sustainability and Innovation is asked to:

 Note RBT's performance against contractual measures and key service delivery issues for year end 2008/09 and April 2009.

7. Proposals and Details

The first year of the new performance management framework has now been completed. Full details of performance against annual strategic measures for the year 2008/09 are attached at Appendix A; details of current performance against operational measures for April 2009 for all workstreams are attached at Appendix B. It should be noted that as the majority of operational measures for the Revenues and Benefits workstream are annual the status position shown at Appendix B refers to the year end 2008/09 position.

7.1 Customer Access

7.1.1 Strategic Measures

Of the five strategic measures for the Customer Access workstream, only four had targets set for the year 2008/09; all four of these targets have been achieved. The remaining strategic measure related to customer perception with a baselining exercise to be carried out during 2008/09; this work was undertaken and a satisfaction target agreed for the year 2009/10 of 75%.

7.1.2 Overall Performance

All customer access measures were achieved according to their contractual targets during March and April 2009.

In April 2009 the average waiting time for face to face customers slipped to 89.12% of customers seen within 15 minutes against a target of 90% of customers; this measure is a strategic measure with an annual target but with performance tracked monthly for information. The footfall within the Customer Service Centres in April 2009 increased by 21% on April 2008 with significant increases seen in Revenues and Benefits and 2010 Rotherham queries. Service is expected to return to target levels in May.

It is anticipated that revised performance measures will be finalised in June 2009. RBT are working on the final two measures and will then request sign off from RBT senior management team. The significant changes to performance are around the following:

- Implementing a measure around efficiency and productivity
- Implementing an operational measure on cost per transaction by channel
- Including the Revenues and Benefits contact centre in all contact centre targets.

7.1.3 Complaints

Four complaints were received in April 2009. Two of these were not upheld as the service acted appropriately; two complaints were generated due to staff errors and appropriate training has been provided.

7.1.4 Aston Customer Service Centre

Work is underway with the opening planned for April 2010.

7.1.5 Contact Centre

Call volumes for April 2009 were 19% lower than the same period in 2008, with the average speed of answer for a customer contact increasing to 1 minute 8 seconds. The Revenues and Benefits contact centre has been under significant pressure and this has resulted in an increase in length of time taken to answer calls. A business process reengineering project will begin shortly to review the Revenues and Benefits process end to end.

7.1.6 Tell Us Once

Work is underway to mainstream the Tell Us Once service with mainstreaming expected to take place in August 2009.

7.1.7 Customer Service Excellence

The Contact Centre has achieved formal accreditation on Customer Service Excellence. The position in respect of RBT external services (Customer Access and Revenues and Benefits workstreams) and RBT internal services (HR&P, ICT and Procurement) should be known by the end of June.

7.2 Human Resources and Payroll

7.2.1 Strategic Measures

Of the five strategic measures for the HR&P workstream, four had targets set for the year 2008/09; all four of these targets have been achieved. The remaining strategic measure related to customer perception with a baselining exercise to be carried out during 2008/09; this work was not able to be carried out during 2008/09 but work is now ongoing to undertake the exercise early in the current financial year.

7.2.2 Overall Performance

All targets for operational measures were achieved for April 2009.

7.2.3 Changes Wizard

User testing is now well underway on the proposed changes wizard with a test pilot group identified for processing during June and full roll out expected in July. This development was slightly delayed because of the pay award work currently being undertaken. Revision to the payslip interface is a requirement before the changes wizard goes live so that master contracts are not affected. Testing is now underway on the file to ensure the changes do not interfere with the print extract.

7.2.4 South Yorkshire Pensions Interface

South Yorkshire Pensions Authority interface is now complete. A live run is scheduled for early May with sign off to follow.

7.2.5 Recruitment Management System

Recruitment Management System was live from 1st April with recruiting managers undertaking training before the live date. Managers have full functionality to upload and track vacancies. Applicants can use the online facility, save and return to ongoing applications and store information online to be used in multiple applications. Configuration of the recruitment system to export directly into PSE has been completed.

7.2.6 Yourself Updates

Yourself Version 6 went live in April and included revisions relating to the RMS interface, PDR recording, new starter take on from RMS, training changes relating to individual training records and shadow scales development work. Future version releases will relate to changes wizard, course booking, and security authorisation routines; additional hours claim form and further enhancements to the current HR wizards.

7.2.7 Payroll Activity

The additional 0.3% NJC pay award was paid in April completing the 2008/09 pay award which affected the bulk of RMBC and 2010 employees. In addition the Soulbury pay award has returned from arbitration and will be paid in May. The Youth and Community pay award has now been received and will be paid in June.

The annual pension re-banding work has been undertaken; the payment of April increments for all 2010 employees and those RMBC employees who have not transferred to the job evaluation grades was also completed.

End of year procedures are well underway with all P35 and P14 employer returns completed and sent to HRMC and P60 forms distributed ahead of statutory deadline. The Service Centre is currently processing teachers' pension returnTR17 and Teachers' Annual Service Return; again well ahead of statutory deadlines. The local Government Pension return known as the Fund credit tab has been balanced and delivered before deadline.

7.2.8 Future Activity

A meeting has been scheduled between HR&P and Strategic HR to outline a specification for a "Credit Card" style management report statement. This development will follow the implementation of the changes wizard.

7.2.9 New Legislation

New National Insurance (NI) changes relating to the introduction of an upper accrual point were implemented in April. This affects all employees who are paying contracted out NI due to their membership of an occupational pension scheme. Revised tax codes, tax thresholds and other statutory payments were successfully implemented from the start of the new tax year.

7.3 ICT

7.3.1 Strategic Measures

Of the five strategic measures for the ICT workstream, four had targets set for the year 2008/09; all four of these targets have been achieved. The remaining strategic measure related to customer perception with a baselining exercise to be carried out during 2008/09; this work was undertaken and a target for satisfaction for the year 2009/10 has been proposed to RBT.

7.3.2 Overall Performance

All targets for the ICT Service were shown as achieved in April with the exception of ICT04 "Faults fixed in agreed timescales". RBT achieved 93.69% against the 94% target. This under performance by RBT is under review and a recovery plan is being created. An internal performance clinic has been arranged with a view to corrective actions being implemented.

There is concern that RBT are still unable to report against ICT05 and ICT06 (ICT Change Requests completed in agreed timescale and Complex Change Requests completed to agreed specification). This was escalated to the Service Review Board where RBT committed to begin reporting in June.

7.3.3. Government Connect

RMBC has achieved connection to Government Connect (GC). GC is a secure network, provided by Central Government, which will link public sector organisations' networks together securely including Central Government, Local Government and the NHS. GC will give us electronic access to a range of new Central Government services and will, for the first time, allow us to implement secure email and file transfer. GC is sometimes known by the acronyms GCSi (Gov Connect Secure Intranet) and GCSx (Gov Connect Secure Extranet).

In order to be granted access to GC an organisation must demonstrate that it complies to around 90 rigorous IT, data protection and management controls. Taken together these controls are known as the Code of Connection or the CoCo. RMBC achieved connection to GC in April 2009 and we have now begun to use the DWP's Customer Information Service over GC to allow us to process benefits claims more efficiently and securely. In the next few months we expect to begin using the following services over GC:

- Secure email
- Secure file transfer
- Data exchange with Contact Point (DCSF's central child database)

7.3.4 Desktop Refresh

April saw the commencement a new 3 month project to deliver 350 laptops to staff. Many of these laptops will be used in teams that are being 'WorkSmarted' including

those moving to Doncaster Gate. Any surplus desktop PCs that meet the relevant standards will be re-used as public access machines in Rotherham's libraries.

7.3.5 Identity Lifecycle Management and Password Resets

This project has integrated the major systems which hold information about RMBC's staff:

- > The HR system
- ➤ The Help Desk system
- Active Directory (user accounts database)
- ➤ The ID badge system
- ➤ The internal telephone directory

When data is changed in any of these systems the new information is passed on to the other systems. This has eliminated re-keying and duplication of effort that was common when, for example, a member of staff leaves, changes their name or moves to another department. The HR system now generates a 'movers/joiners/leavers' report which is automatically sent to the system administrators of all major systems.

The new self-service password reset tool began use in April with the application being deployed in a phased manner. This allows staff to reset their own network passwords without the need to call service desk – this is an important facility as we see more and more staff working at the weekend and evening when the service desk is closed. The rollout should be complete by the end of June.

7.3.6 Complaints

No complaints were received in April.

7.4 Procurement

7.4.1 Strategic Measures

Of the five strategic measures for the Procurement workstream, four achieved target for 2008/09. The remaining strategic measure related to savings with an upper quartile target; however, as comparative data is not yet available for other authorities the outturn position for this measure will not be known until July.

7.4.2 Overall Performance

All targets for the Procurement workstream that are being reported were achieved in April with the exception of the percentage of orders placed against electronic catalogue framework agreements which achieved 16.41% against a target of 17%. This dip in performance is understood to be due to the increased volume of open value (call-off) orders raised April 2009 to cover the new financial year.

The last unreported performance indicator has now been baselined and a target is being negotiated (percentage of e-RFQs consolidated into purchase orders by the end of the next working day).

7.4.3 BVPI8

Former BVPI8 achieved an outturn position of 92% for 2008/09. Performance for April 2009 achieved 95.65%. Work continues to drive up performance against this indicator with regular reports to Members and Champions continuing to address issues arising from late transaction reports. A Performance Clinic will be held early in the financial year to look at addressing continued performance issues with this measure.

7.5 Revenues & Benefits

7.5.1 Strategic Measures

Of the five strategic measures for the Revenues and Benefits workstream, four have targets of achieving upper quartile performance; however, as comparative data is not yet available for other authorities the outturn position for these measures will not be known until July. The remaining strategic measure related to customer perception with a baselining exercise to be carried out during 2008/09; this work was undertaken and a target for satisfaction of 75% agreed for the year 2009/10.

7.6 Cross Cutting Strategic Measures

7.6.1 Strategic Measures

The revised Performance Management Framework (PMF) sets out five annual cross cutting strategic measures for RBT. Of these five measures only 3 applied to the first year of implementation of the new PMF, all of which achieved target. The remaining two measures will take effect from 2009/10.

As these are new strategic measures work to verify the data collected, collection and calculation processes will be undertaken early in 2009/10. concerns have already been raised with RBT on the reporting of CCS1 Project Delivery; RBT are reviewing this.

8. Finance

The contract with RBT includes a service credit arrangement, the effect of which is that should an OM not achieve target a calculation based on the amount by which the target was missed, allocated weighting of the measure, etc results in a financial penalty for RBT as a direct consequence of any underperformance. No service credits were applied in February.

9. Risks and Uncertainties

Page 8

The Transformation and Strategic Partnerships (TSP) Team work with RBT to proactively identify and manage risks to prevent negative impacts on performance that may affect our CPA/CAA rating or service delivery.

10. Policy and Performance Agenda Implications

The partnership is responsible for key areas of service delivery and therefore has a key role in the delivery of key national and local performance indicators. The partnership also supports the Council service areas in their service delivery.

11. Background Papers and Consultation

RBT performance reports for March and April 2009.

Contact Name:

Mark Gannon Transformation and Strategic Partnerships Manager Extension 6536 mark.gannon@rotherham.gov.uk

Ref	Measure	Target	Year End	Status	Comment
=	Overall Status	100	85.02		Overall Status of Customer Access SMs
CAS1	Contact Centre Accreditation	Yes	Yes	*	Measure achieved
CAS2	Customer Service Excellence	Yes	Yes	*	Assessments not yet completed
CAS3	Customer Perception		?	7	Measure baselined and target set for 09/10
CAS4	Avoidable Contact	6	3.07	*	Measure achieved
CCS5	Employee Development	95	97.47	*	Measure achieved



Ref	Measure	Target	Year End	Status	Comment
E	Overall Status	100	158.33	*	Overall Status of HR&P SMs
HRS1	Failures Affecting Pay	2	0	*	Measure achieved; smaller is better target
HRS2	Operation Management	3	0	*	Measure achieved; smaller is better target
HRS3	Statutory Returns	100	100	*	Measure achieved
HRS4	Accuracy of Contracts	75	100	*	Measure achieved
HRS5	Customer Perception				Not measured due to lack of resources

Ref	Measure	Target	Year End	Status	Comment
Ε	Overall Status	100	100.67		Overall Status of ICT SMs
ICTS1	% Availability: Website	99	99.99	*	Measure achieved
	% Availability: Business Critical			*	
ICTS2	Applications	99	99.84		Measure achieved
ICTS3	% Availability: Telephony	99	99.97	*	Measure achieved
ICTS4	% Faults Fixed in Timescales	95	95.63	*	Measure achieved
ICTS5	Customer Perception			2!	Measure baselined and target set for 09/10



Ref	Measure	Target	Year End	Status	Comment
E	Overall Status	100	101.05		Overall Status of Procurement SMs
PS1	BIGS Savings	TQM	2.718m	2	Awaiting quartile data to assess position
PS2	Delivery in lead times	88.72	92.03	*	Measure achieved
PS3	Cheque Requests	98.46	99.18		Measure achieved
PS4	Payment of Invoices	99.22	99.53		Measure achieved
PS5	Customer Perception	90	89.5		Measure achieved once confidence interval applied



Ref	Measure	Target	Year End	Status	Comment
Kei		Target	Teal Lilu	Status	
=	Overall Status			2	Overall Status of Revs & Bens SMs
RBS1	Council Tax Collection	TQM	97	7!	Awaiting quartile data to assess position
RBS2	NNDR Collection	TQM	97.9	7	Awaiting quartile data to assess position
	Time taken to process HB/CTB			72	
RBS3	new claims & Changes	TQM	12.49		Awaiting quartile data to assess position
RBS4	Fraud Prosecutions	TQM	5.27	71	Awaiting quartile data to assess position
RBS5	Customer Perception			2!	Measure baselined and target set for 09/10

Ref	Measure	Target	Year End	Status	Comment
E	Overall Status	100	110.95	*	Overall Status of Cross Cutting SMs
CCS1	Project Delivery	80	100	*	Measure subject to review
CCS2	Annual Governance Statement	100	?	7	Measure not reported as no issues to address
CCS3	Improvement	20	?	71	Measure live from 09/10
CCS4	Third Party Trading	95	100	*	Measure achieved
CCS5	Employee Development	95	97.47	*	Measure achieved

						Stat	
Measure	Ref	Target	Feb	Mar	Apr	us	Comments
Customer Access Overall Performance		100	106.02	106.68	107.69	*	Overall status of Customer Access OMs
Cost per Transaction (F2F)	CAO1			15.27		21	Quarterly measure
Cost per Transaction (Telephony)	CAO1			3.96		?!	Quarterly measure
Utilisation & Availability (F2F)	CAO2		65.39	58	54.61	21	Measure under review
First Contact Resolution by Channel (F2F)	CAO3		100	100	100	21	Target to be set following baselining
First Contact Resolution by Channel (Telephony)	CAO3		96	95.71	98.57	21	Target to be set following baselining
Average Call Quality Assessment	CAO4	95	98.04	95.86	97.56	★	
% of Contact not Abandoned (F2F)	CAO5	85	99.74	99.65	99.69	k	
% of Contact not Abandoned (Telephony)	CAO5	90	93.19	97.75	99.69	*	
Overall Mystery Shopping Score	CAO6					21	Measure under review
Complaints Handling	CAO7	90			96	*	Reported quarterly
% Customers Speaking to more than 1 Assistant during 1 call/visit	CAO8		0	0	0	21	Measure under review
Provision of MM Data	CAO9	100	100	100	100	*	Measure achieved



2						Stat	
Measure	Ref	Target	Feb	Mar	Apr	us	Comments
HR&P Overall Performance		100	106.63	105.77	105.98		
Accuracy of Contracts	HRO1	95	100	99.1	99.56		
Accuracy of Payment	HRO2	99.5	99.77	99.69	99.76	*	
% of Enquiries Resolved at First Point of Contact	HRO3	80	94.24	93.48	93.76	*	
P45s issued within 3 working days	HRO4	98	100	100	100	*	
Manual Cheques issued within 1 working day	HRO5	98	100	100	100	*	
Non-Statutory Returns by Due Date	HRO6	100			100	*	Quarterly Measure
Quality of Information Given to Caller	HRO7	90	100	100	100	*	
% Contracts of Employment Issued within 15 working days	HRO8	90	100	100	100	*	
CRB Process	HRO9	95	100	100	100	*	
Provision of MM Data	HRO10	100	100	100	100	*	



						Sta	
Measure	Ref	Target	Feb	Mar	Apr	tus	Comments
ICT Overall Performance		100	108.89	109	103.87	*	
% Availability of Website	ICTO1	99	99.65	100	99.99		
% Availability of Business Critical Applications	ICTO2	99	99.99	99.97	99.99	*	
% Availability of Telephony Systems	ICTO3	80	100	100	99.93	*	
% Faults Fixed in Agreed Timescales	ICTO4	94	94.94	93.96	93.69	Δ	Measure missed target in March & April
% ICT Change Requests Completed in Agreed						P	Catalogue in development to streamline process
Timescales	ICTO5	99					and clarify timescales
% Complex Change Requests Completed to Agreed						Pl	Measure unable to report work ongoing on
Specification	ICTO6	85					reporting mechanism
% Calls Fully Closed at First Point of Contact	ICTO7	25	36.24	28.44	29.19	T	
						21	Measure unable to report work ongoing on
% Print Jobs Completed as Agreed	ICTO8	95					reporting mechanism
						71	Following change in telephony system due to
							relocation of service desk this measure can not be
							reported; work ongoing to agree replacement
% Engages Service Desk Telephony Calls	ICTO9						measure
Average Time Taken to Answer Calls	ICTO10	10	8.65		8.6		Measure achieved as smaller is better target



						Stat	
Measure	Ref	Target	Feb	Mar	Apr	us	Comments
Procurement Overall Performance		100	109.46	105.93	102.67	*	
% Catalogued Goods or Services Delivered within Lead Times	PO1	88.72	90.84	92.53	89.13	•	
% Cheque Requests Processed on Next Available Payment Run	PO2	98.46	99.9	99.74	99.62	•	
% Undisputed Invoices Input within 25 calender days	PO3	99.22	99.94	99.58	99.62	•	
% non-eRFQ Open Requisitions Consolidated into Purchase Orders	PO4	75	91.22	89.43	88.1	*	
% Framework Agreements Risk Assessed for Impact on Local Economy	PO5	96		100		*	Quarterly measure
% Orders Placed Against Electronic Catalogue	PO6	17	22.19	19.72	16.41	Δ	Measure missed target in April
% eRFQ Open Requisitions	PO7					21	Reporting now in place but agreement required on turnaround time before reporting can commence
% Framework Agreements Developed with consideration given to Sustainability	PO8	98			100	Fi	Quarterly measure
Provision of MM Data	PO9	100	100	100	100	A	



						Sta	
Measure	Ref	Target	Feb	Mar	Apr	tus	Comments
Revs & Bens Overall Performance		100	100	114.94	100		
% Council Tax Collected	RBO1	97	94.99	97	10.37	*	Annual target; measure achieved target for 08/09
% NNDR Collected	RBO2	98.50	97.11	97.9	14.78	Δ	Annual target; measure missed target for 08/09
Time Taken to Process HB/CTB New Claims and						*	Annual target; measure achieved target for 08/09 as
Change Events	RBO3	15	9.92	8.18	9.83		smaller is better target
Number of Fraud Prosecutions & Sanctions per 1000						*	
caseload	RBO4	4.25	4.9	5.27	0.6		Annual target; measure achieved target for 08/09
Cumulative Council Tax Arrears as compared to						Δ	
Council Tax Year End Total Collectable Debt	RBO5	4.8		5.62			Annual target; measure missed target for 08/09
Year End Council Tax Write Off as % of Collectable						*	
Debt	RBO6	0.27		0.19			Annual target; measure achieved target for 08/09
Number of Changes in HB/CTB Entitlements within						71	Unable to calculate accurately until year end; target to
the year per 1000	RBO7		595.9		418.97	2.1	be set by DWP, estimate given for information
Level of LA Overpayments not to exceed LA Error						*	Annual target; measure achieved target for 08/09 as
Local Subsidy Threshold	RBO8	0.48	0.37	0.36			smaller is better target
Total Amount of HB Overpayments recovered in						*	-
period as % of HB Overpayments outstanding	RBO9	41	45.51	49.85	6.45		Annual target; measure achieved target for 08/09
% New Benefit Claims Decided within 14 days of						*	Quarterly target; measure achieved target for Q4
Receipt	RBO10	90.5	98.31	95.16	95.24		08/09
Total Amount of HB Overpayments written off during						*	
the period as % of Total Amount of HB							Annual target; measure achieved target for 08/09 as
Overpayments	RBO11	6.99	2.68	4.71			smaller is better target
% Applications for HB/CTB Reconsideration /						*	-
Revision Actioned & Notified within 4 weeks	RBO12	75	84.24	86.39	94.29		Annual target; measure achieved target for 08/09
% HB/CTB Appeals Submitted to the Tirbunal Service						*	
in 4 weeks	RBO13	85	94.44	95	100		Annual target; measure achieved target for 08/09
Provision of MM Data	RBO14	100	100	100	100	*	
Mana than 00/ abana tannat							I.

More than 2% above target
Within 2% of target
More than 2% below target
Unable to report at this time
NB status refers to year end 08/09 position



ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS

1.	Meeting:	Cabinet Member For Resources
2.	Date:	8th June 2009
3.	Title:	Chief Executive Revenue Outturn Report 2008/09 All Wards Affected
4.	Directorate:	Chief Executives

5. Summary

To inform members of the Revenue Outturn position for the Chief Executive Office for the financial year 2008/09. The net Outturn shows an underspend of £28,734 against a net cash limited revenue budget of £8,966,905. This represents a variation of -0.32%.

After adjusting for the Directorate's Trading Accounts (where balances are automatically carried forward into the next financial year) the adjusted outturn is an underspend of £74,413 (-0.83% from budget)

6. Recommendations

That Members receive and note the 2008/09 Revenue Outturn Report for Chief Executive's Directorate.

7. Proposals and Details

The net Outturn for the Directorate for 2008/09 is £8,938,171; an overall net underspend of £28,734 (-0.32%) before adjusting for the following traded services:

Rotherham Partnership -£28,461
 Rotherham Newspaper £17,186
 H.R Recruitment Management System £56,954

In accordance with the Council's Financial Regulations the Directorate will submit a request to Cabinet (as part of the overall Council outturn report) for the carryforward of 20% of the confirmed into 2009/10.

The summary revenue outturn position for Chief Executive is detailed in the following table:-

				%
			Surplus (-)	Variation to
Head of Account	Budget	Outturn	/Deficit (+)	Budget
	£	£	£	%
CHIEF EXECUTIVE				
Chief Executive's Office	801,159	765,638	-35,521	-4.43
Communication's, Policy &				
Performance	1,537,840	1,552,457	14,617	-0.95
Scrutiny & Member Services	2,458,980	2,458,392	-588	-0.02
Members Training &				
Development	31,836	23,057	-8,779	-27.58
Infrastructure & Corporate				
Initiative Budget	478,412	476,108	-2,304	-0.48
External Funding	46,748	46,748	0	0.00
Human Resources	1,185,023	1,189,332	4,309	-0.36
Legal and Democratic				
Services	2,426,907	2,426,439	-468	-0.02
Total for Chief Executive	8,966,905	8,938,171	-28,734	-0.32

The main reasons for the variations are detailed on Sheet 3c attached to this report.

8. Finance

The attached appendices show a detailed variance analysis for all main budget headings together with a comparison against the last budget monitoring report projections for gross expenditure, gross income and net expenditure (sheets 2) and a brief description of the main reasons for variation from the approved budget (sheet 3).

9. Risks and Uncertainties

The outturn figures included in this report are subject to quality assurance work on the Statement of Accounts.

10. Policy and Performance Agenda Implications

The approved cash limited budget for 2008/09 has allowed existing levels of service to be maintained to support the people of Rotherham and contribute to meeting the Council's key priorities.

11. Background Papers and Consultation

This report has been discussed and agreed with the Assistant Chief Executives and the Strategic Director of Finance.

Contact Name : Joe Johnson, Principal Accountant (Chief Executive and Financial Services), Extension 2074, joe.johnson@rotherham.gov.uk

Chief Executive

Revenue Outturn 2008/2009 - Variance Analysis : Gross Income

<u>Division of Service</u>	Approved <u>Budget</u>	atest Revenue Monitoring Report	Actual <u>Outturn</u>	Under(+)/ Over(-) recovery	Under/over recovery as % of Budget
	£	£	£	£	%
CHIEF EXECUTIVE'S					
Chief Executive's Office	-181,065	-258,000	-283,627	-102,562	-56.64
Communications Policy and Performance	-180,369	-303,000	-337,118	-156,749	-86.90
Scrutiny & Member Services	-65,586	-135,000	-134,901	-69,315	-105.69
Members Training and Development	0	0	0	0	0.00
Infastructure & Corporate Initiative Bud.	0	0	0	0	0.00
External Funding .	-1,423,167	0	-1,336,528	86,639	6.09
Human Resources	-67,824	-386,000	-385,973	-318,149	-469.08
Legal and Democratic Services	-1,317,653	-1,490,000	-1,926,207	-608,554	-46.18
Total for CEX	-3,235,664	-2,572,000	-4,404,353	-1,168,689	-36.12

DIRECTORATE: Chief Executive

Revenue Outturn 2008/2009 - Variance Analysis : Gross Expenditure

Division of Service	L Approved <u>Budget</u>	atest Revenue Monitoring <u>Report</u>	Actual <u>Outturn</u>	Under(-)/ Over(+) spend	Under/over spending as % of Budget
	£	£	£	£	%
CHIEF EXECUTIVE'S					
Chief Executive's Office	982,224	1,023,000	1,049,265	67,041	6.83
Communications Policy and Performance	1,718,209	1,867,000	1,889,574	171,365	9.97
Scrutiny & Member Services	2,524,566	2,593,000	2,593,293	68,727	2.72
Members Training and Development	31,836	24,000	23,057	-8,779	-27.58
Infastructure & Corporate Initiative Bud.	478,412	476,000	476,108	-2,304	-0.48
External Funding	1,469,915	0	1,383,277	-86,638	-5.89
Human Resources	1,252,847	1,833,000	1,575,304	322,457	25.74
Legal and Democratic Services	3,744,560	3,915,000	4,352,646	608,086	16.24
Total for CEX	12,202,569	11,731,000	13,342,524	1,139,955	9.34

Page 25

Revenue Outturn 2008/2009 - Variance Analysis : Net Expenditure

Division of Service	Approved <u>Budget</u>	Latest Revenue Monitoring Report (31.03.09)	Actual <u>Outturn</u>	Under(-)/ Over(+) spend	Under/over spending as % of Budget
	£	£	£	£	%
CHIEF EXECUTIVE'S					
Chief Executive's Office	801,159	765,000	765,638	-35,521	-4.43
Communications Policy and Performance	1,537,840	1,564,000	1,552,456	14,616	0.95
Scrutiny & Member Services	2,458,980	2,458,000	2,458,392	-588	-0.02
Members Training and Development	31,836	24,000	23,057	-8,779	-27.58
Infastructure & Corporate Initiative Bud.	478,412	476,000	476,108	-2,304	-0.48
External Funding	46,748	0	46,748	0	0.00
Human Resources	1,185,023	1,447,000	1,189,332	4,309	0.36
Legal and Democratic Services	2,426,907	2,425,000	2,426,439	-468	-0.02
Total for CEX	8,966,905	9,159,000	8,938,171	-28,734	-0.32

Revenue Outturn 2008/09 -Reasons for Variance from Approved Budget - NET

Division of Service Under (-)/Over (+) Spending Reasons

CHIEF EXECUTIVE'S

Chief Executive's Office

Communications Policy and Performance

Scrutiny & Member Services

Members Training and Development

Infastructure & Corporate Initiative Bud.

External Funding

Human Resources

Legal and Democratic Services

-35,521 £31k underspend on salaries, £4k underspend on pensions budget and £7k DCLG income offset by £10k overspend in various expenditure budgets...

14,617 Underspends in Rotherham Partnership £28k (cfwd) and Policy and External affairs £16k are offset by overspends in Rotherham News £17k (cfwd), Communication Team £23k (for the 1st edition of Rotherham Matters and agency costs) and the Community engagement team £17k.

-588 Underspends in the Scrutiny budget -£20k and Town Hall catering £8k are offset by overspends in Light transport £19k and secretariat £4k.

-8,779 The underspend is due to additional South Yorkshire Forum Income £9k.

-2,304 Underspend on the Womens Issues Budget re:Design Studio print costs.

4,309 A £57k traded overspend in the Recruitment Management System(cfwd) is offset by savings in Trade Union Secondment £7k, Strategic Unit £12k, Millside £13k, Special Projects £9k and Directions £12k.

-468 Unbudgeted, locum costs required to cover vacancies and long term sickness and IT PC support costs £25k were balanced out by savings in Committee Services, Elections and Legal Services management.

Total -28,734

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member for Resources
2.	Date:	8th June 2009
3.	Title:	Financial Services Capital Outturn Report 2008/09 All Wards Affected
4.	Directorate:	Financial Services

5. Summary

To inform members of the Capital Outturn position for Financial Services for the financial year 2008/09. The net Outturn shows a breakeven position against a net budget of £7,652,388.

6. Recommendations

That Members receive the 2008/09 Capital Outturn Report for Financial Services.

7. Proposals and Details

The net Outturn for the Directorate for 2008/09 is £7,652,388, which represents a breakeven position.

The summary capital outturn position for Financial Services is detailed in the following table:-

Scheme	Budget	Outturn	Surplus (-) /Deficit (+)	% Variation to Budget
	£	£	£	%
Voluntary Registration of Council Land Holding	3,675	3,675	0	-
	3,381,926	3,381,926	0	
ICT Strategy Equal Pay Claim	294,378	294,378	0	-
Maltby (PCT)	3,972,409	3,972,409	0	
Total for Financial Services	7,652,388	7,652,388	0	-

8. Finance

The funding sources for the capital schemes for Financial Services are detailed in the following table:-

Scheme	Outturn	Unsupported Borrowing/Capital Receipts	Other Contrib'ns	Total Funding
	£	£	£	£
Voluntary Registration of Council Land Holding	3,675	3,675	0	3,675
ICT Strategy	3,381,926	3,308,996	72,930	3,381,926
Equal Pay Claim	294,378	294,378	0	294,378
Maltby (PCT)	3,972,409	715,403	3,257,006	3,972,409
Total for Financial Services	7,652,388	4,322,452	3,329,936	7,652,388

9. Risks and Uncertainties

The outturn figures included in this report are subject to quality assurance work on the Statement of Accounts.

10. Policy and Performance Agenda Implications

The approved cash limited budget for 2008/09 has allowed existing levels of service to be maintained to support the people of Rotherham and contribute to meeting the Council's key priorities.

11. Background Papers and Consultation

This report has been discussed and agreed with the Strategic Director of Finance.

Contact Name : Joe Johnson, Principal Accountant (Chief Executive and Financial Services), Extension 2074, joe.johnson@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS

1.	Meeting:	Cabinet Member For Resources
2.	Date:	8th June 2009
3.	Title:	Financial Services Revenue Outturn Report 2008/09 All Wards Affected
4.	Directorate:	Financial Services

5. Summary

To inform members of the Revenue Outturn position for the Financial Services Directorate for the financial year 2008/09. The net Outturn shows an underspend of £73,556 against a net cash limited revenue budget of £10,443,340. This represents a variation of -0.70%.

After adjusting for the Directorate's Schools Finance Trading Account (where balances are automatically carried forward into the next financial year) the adjusted outturn is an underspend of £11,453 (-0.11% from budget)

6. Recommendations

That Members receive and note the 2008/09 Revenue Outturn Report for Financial Services Directorate.

7. Proposals and Details

The net Outturn for the Directorate for 2008/09 is £10,369,784; an overall net underspend of £73,556 (-0.70%), before adjusting for the following traded service:

Schools Finance

£62,103

In accordance with the Council's Financial Regulations the Directorate will submit a request to Cabinet (as part of the overall Council outturn report) for the carry forward of 20% of the confirmed underspend into 2009/10.

The summary revenue outturn position for Financial Services is detailed in the following table:-

				%
			Surplus (-)	Variation to
Head of Account	Budget	Outturn	/Deficit (+)	Budget
	£	£	£	%
Central Finance &				
Management Team	1,594,229	1,585,372	-8,857	-0.56
Audit & Governance	451,338	439,138	-12,200	-2.70
Service Finance	1,741,365	1,681,456	-59,909	-3.44
Transformation & Strategic				
Partnership	258,007	370,100	112,093	43.45
Sub Total Finance Teams	4,044,340	4,076,066	31,127	0.77
RBT Client Function	6,398,401	6,293,718	-104,683	-0.55
Total for Financial Services	10,443,340	10,369,784	-73,556	-0.70

The main reasons for the variations are detailed on Sheet 3c attached to this report.

8. Finance

The attached appendices show a detailed variance analysis for all main budget headings together with a comparison against the last budget monitoring report projections for gross expenditure, gross income and net expenditure (sheets 2) and a brief description of the main reasons for variation from the approved budget (sheet 3).

9. Risks and Uncertainties

The outturn figures included in this report are subject to quality assurance work on the Statement of Accounts.

10. Policy and Performance Agenda Implications

The approved cash limited budget for 2008/09 has allowed existing levels of service to be maintained to support the people of Rotherham and contribute to meeting the Council's key priorities.

11. Background Papers and Consultation

This report has been discussed and agreed with the Strategic Director of Finance.

Contact Name : Joe Johnson, Principal Accountant (Chief Executive and Financial Services), Extension 2074, joe.johnson@rotherham.gov.uk

E: Financial Services

Revenue Outturn 2008/2009 - Variance Analysis : Gross Income

Division of Service	L Approved <u>Budget</u>	atest Revenue Monitoring <u>Report</u>	Actual <u>Outturn</u>	Under(+)/ Over(-) recovery	Under/over recovery as % of Budget
	£	£	£	£	%
Financial Services					
Central Finance & Management Team	-150,069	-629,000	-627,102	-477,033	-317.88
Audit & Governance	-366,215	-354,000	-358,169	8,046	2.20
Service Finance	-291,212	-343,000	-347,221	-56,009	-19.23
Transformation & Strategic Partnerships	-71,897	-74,000	-74,487	-2,590	-3.60
RBT Client Function	-74,238,978	-80,579,000	-81,195,428	-6,956,450	-9.37
Total for Financial Services	-75,118,371	-81,979,000	-82,602,407	-7,484,036	-9.96

Revenue Outturn 2008/2009 - Variance Analysis : Gross Expenditure

Division of Service	Approved <u>Budget</u>	Latest Revenue Monitoring Report (31.03.08)	Actual <u>Outturn</u>	Under(-)/ Over(+) spend	Under/over spending as % of Budget
	£	£	£	£	%
Financial Services					
Central Finance & Management Team	1,744,298	2,212,000	2,212,474	468,176	26.84
Audit & Governance	817,553	793,000	797,307	-20,246	-2.48
Service Finance	2,032,577	2,086,000	2,028,677	-3,900	-0.19
Transformation & Strategic Partnerships	329,904	444,000	444,587	114,683	34.76
RBT Client Function	80,637,379	87,308,000	87,489,146	6,851,767	8.50
Total for Financial Services	85,561,711	92,843,000	92,972,192	7,410,481	8.66

DIRECTORATE: Financial Services

Total for Financial Services

Revenue Outturn 2008/09 - Reasons for Variance from Approved Budget - NET

<u>Division of Service</u>	Under (-)/Over (+) Spending Reasons
Financial Services	<u> </u>
Central Finance & Management Team	-8,857 Additional unbudgeted management income from 2010.
Audit & Governance	-12,200 Tight vacancy management.
Service Finance	-59,909 Underspend predominately due to Schools Finance traded services which will roll forward to 2009/10 (£62k)
Transformation & Strategic Partnerships	112,093 Predominately additional staff costs for Transformation Team (£24k), CSC Security costs (£69k) and c£20k for several surveys, strategies and records management costs.
RBT Client Function	-104,683 Rent Rebates recovered in excess of budget

-73,556

CUSTOMER ACCESS GROUP Monday, 11th May, 2009

Present:-

Councillor Wyatt In the Chair

Clare Bailey Children and Young People's Services
Richard Garrad Environment and Development Services

Asim Munir Chief Executive

Rachel O'Neil Customer Access Client Manager Jenny Vaughan Neighbourhoods and Adult Services

34. MINUTES OF MEETING HELD ON 23RD MARCH 2009

Agreed:- That the minutes of the previous meeting held on 23rd March, 2009 be approved as a correct record.

35. CUSTOMER ACCESS STRATEGY ACTION PLAN

Rachel O'Neil circulated a draft report which would be submitted to CMT detailing the progress currently being made against the implementation plan.

Discussion ensued on those actions currently rated amber as follows:-

Strategic Objective No. 1: Improving the Customer Experience

1.4 With regard to the Council website refresh, an external supplier, Jadu, had been appointed to provide underpinning of the content for the content management system. A site visit had been arranged for 20th May. It was hoped that the new website would go live in time for the Rotherham Show.

Rachel felt that there should be consultation with the public on the content and look of the website. Jadu was concerned there it would be difficult to reach consensus. It was suggested that consultation should take place with the Youth Cabinet.

- 1.5 Joint Customer Service Centres slight slippage on Aston and Rawmarsh.
- 1.7 Use CRM and customer insight data to shape services there was not much population data as yet. A lot of work was to be done with planned integration into CRM.

The first phase of CRM integration was I-World, the Revenue and Benefits system, which would double the size of the population on the CMS. On target for September.

Strategic Objective No. 2: Refocusing our Priorities

2.1 Channel shift targets achieved each year – the target for reduction in face-to-face transactions had not been achieved as yet. The

information was being collated but no overall database which tracked it at the current time. Work was ongoing and, once in place, would be able to ascertain what the position was and whether the general customer profile was changing.

Strategic Objective No. 4: Marketing and Promoting Ways to Access our Services

- 4.2 Communications and Marketing Plan for channel promotion produced – Rachel was a representative of the Communications and Marketing Group and would feed into it. There would be a need for some budget.
- 4.6 Performance information relating to customer service delivery quite a lot of work had been undertaken and there was performance information on the web site supporting Customer Excellence but it was not consistent. Each Directorate did something but it needed to be strengthened and ensure there was a standard approach.

Agreed:- That comments be passed to Rachel O'Neil as soon as possible.

36. CUSTOMER EXCELLENCE

Rachel O'Neil reported that all the assessments would be finalised in June.

Richard Garard reported that feedback from the Streetpride assessment had identified 1 area for improvement around quality standards such as Customer Charter Standards and the suggestion made that there should be benchmarking with like organisations. Should there be Corporate benchmarking of those Standards?

Rachel replied that there was a plan to benchmark in Quarter 4 to review existing standards and ensure they remained top quartile and comparable with the private sector (see 1.8 of the report referred to in Minute No. 35).

37. FUTURE AGENDA ITEMS

Future agenda items should include:-

Customer Services Excellence CAA Joint Service Centres – Governance Arrangements

38. DATE OF NEXT MEETING

Agreed:- That the next meeting of the Customer Access Group be held on Wednesday, 8th July, 2009 at 2.00 p.m. in the Town Hall.

COMPLAINTS FORUM Monday, 11th May, 2009

Present:-

Councillor Wyatt In the Chair

Zoe Burke Children and Young People's Service Graham Clark Environment and Development Services

Mark Leese Corporate Complaints Officer
Rachel O'Neil Customer Access Client Manager
Stuart Purcell Neighbourhoods and Adult Services

Jayne Wild Financial Services

An apology for absence was submitted by Andrea Pearson.

30. MINUTES OF LAST MEETING

Agreed:- That the minutes of the meeting held on 30th March, 2009 be approved as a correct record.

Arising from Minute No. 23 (Scrutiny Review Upd), Mark Leese reported that the Complaint Officer Guidance Procedure referred to "unreasonable customers" and followed Ombudsman Guidance. What had not taken place was to put the Ombudsman's version into a formal Rotherham Council template.

31. 2008-09 RMBC COUNCIL STATISTICS

Mark Leese circulated a draft report breaking down complaint information for 2008-09 into the Corporate categories.

The report showed that:-

- 763 complaints had been received from 590 complainants
- There had been a reduction in the number of complaints (882 in 2007)
- The performance in closing complaints had improved to 91% from 79% in 2008
- However, this did not reflect what the Ombudsman had passed through so there was a mismatch. The number of Ombudsman enquiries recorded on Siebel was different to those sent through from the Ombudsman.
- 61 incidents dealt with by the Ombudsman
- The same complaints procedure was now run for Adults as Health so the Ombudsman could send a complaint at any time. They would ask that the Council provide at least 1 response

The draft report would then go to Rachel O'Neil to proceed through the appropriate reporting process and would include compliments and comments.

Mark and Graham Clark had recently attended a meeting with Legal Services with regard to what constituted a complaint and what not. Legal had advised that nothing relating to staff conduct should be included.

Agreed:- (1) That each Complaint Officer check the information in the report relating to their area and inform Mark Leese of any comments by the end of the week.

(2) That Complaint Officer inform Rachel O'Neil of any learning points by 22nd May, 2009.

32. SENIOR MANAGEMENT COMPLAINT PROCESS

Rachel O'Neil reported that there had been an incidence where a complaint regarding RBT had gone into the Chief Executive's Office and it had been sent to a Director to reply personally. This had resulted in a delay in occurring.

It was proposed that all complaints were scanned immediately and an email sent to the appropriate Directorate informing them it was on its way to them enabling work to start on it.

Mark Leese stated that this did usually happen but on this occasion had been dealt with another member of staff.

Agreed:- That Rachel O'Neil draft a process for senior management with input from the appropriate Complaints Officers.

33. ANY OTHER BUSINESS

- 1. Graham Clark reported that on the Streetpride assessment under Customer Service Excellence the report had raised a couple of issues:- (1) was there any follow up contact with a complainant? The assessors saw that as a weakness and (2) asked to demonstrate performance in dealing with complaints on time and how it compared with similar organisations i.e. bench marking.
 - Mark Leese stated that different Councils had different Policies so the nearest comparator was Ombudsman statistics.
- 2. Graham Clark reported that his Directorate had some 2008 information from Customer Satisfaction Surveys that had not been used. Was it something that would be picked up centrally?
 - Stuart Purcell stated that from the Surveys that had been returned

for his Directorate, despite the fact that complaints had been upheld, the complainants were still marking down. Until that person got what they wanted they would criticise the service. On his surveys, in addition to the Corporate questions, he was going to include was their complaint upheld and what did they feel that their issue had been resolved. If the survey came back with comments, he would go back and see if he could resolve it.

- 3. Zoe Burke reported that changes requested almost a year ago had still not been carried out on Siebel.
- 4. Stuart Purcell circulated a poster and leaflet of a new service introduced by Neighbourhoods and Adult Services advertising the fact that members of the public could text in a complaint or comment. The text was acknowledged within 1 day.

Discussion ensued on the initiative. Although it was felt to be a good idea there were a number of concerns around the concept.

Agreed:- (1) That the issue of follow up contact with complainants be considered at a future meeting.

- (2) That Complaints Officers review the questions on Customer Satisfaction Surveys and send comments to Rachel O'Neil.
- (3) That Zoe Burke send details of the change request to Rachel O'Neil.
- (4) That Tracy Holmes be informed of the texting campaign by Neighbourhoods and Adult Services

34. GRAHAM CLARK

It was reported that Graham was retiring on 13th May, 2009, after 46 years of service.

Graham was wished all the best for a happy and healthy retirement.

35. DATE OF NEXT MEETING

Agreed:- That the next meeting be held on Monday 6th July, 2009, commencing at 1.30 p.m.

WEBSITE STRATEGY GROUP Tuesday, 26th May, 2009

Present:- Councillor Wyatt (in the Chair); Jon Ashton, Myriam Berrada, Jane Evans, Ray Globe, Pete Lawrenson, Rachel O'Neil, Jenny Vaughan and Ceri Williams

Apologies for absence:- Apologies were received from Richard Copley, Mark Gannon, Tracey Holmes and Susan Wilson.

14. MINUTES OF MEETING HELD ON 27TH MARCH, 2009

Agreed:- That the minutes of the meeting held on 27th March, 2009 be agreed as a true record.

15. UPDATE AND PROGRESS OF PROCUREMENT OF JADU CMS

Jon Ashton reported that contracts had now been signed with Jadu and a site visit had recently taken place to see what the CMS system would look like.

He circulated a copy of the Website strategy implementation plan and took members of the group through the planned activities and the timescales to be worked to.

It was suggested and agreed that e-petitions needed to be added to the website and that discussion should take place as to the progress being made in respect of this.

Agreed:- That the Website strategy implementation plan be noted.

16. CUSTOMER ENGAGEMENT

Rachel O'Neil circulated a document relating to Customer Engagement for the RMBC website refresh.

The existing website would be updated using the Jadu Content Management System 1.8. The system would enable non technical administrators to enter content in a simple word processing environment and would offer opportunities to consult with the community using its econsultation package.

The system would allow us to capitalise on emerging Web 2.0 technologies such as:-

- YouTube
- Flickr
- Blogs
- Webcasts and podcasts

It would also offer the ability to implement Galaxy sites, which are external websites controlled by the central CMS.

The website refresh would allow a review of all existing information and transactions that could be completed, to ensure that they are designed with the customer in mind.

It would enable us to dramatically change:

- The design
- The way customers can search for information
- The types of information we add to the website
- The types of transactions customers complete

It was agreed that the future site should be designed to suit community requirements and therefore consultation with our customers from the outset of the website refresh would ensure that the design of the site would be 'right 1st time' and would avoid duplication of work.

It was recommended that feedback be requested on the following areas:

- The design of the refreshed website
- The content of the website
- The use of social networking media and web 2.0 functionality
- Understanding the 'self service' transactions that customers were happy to complete on the website

The following external groups would be consulted:

- Website customer workshops which would comprise of a panel of 10 to 15 members.
- The Youth Cabinet
- Existing PC users within libraries
- Disabled people
- REMA (Rotherham Ethnic Minority Alliance)

It was suggested and agreed that once the design was ready, which was anticipated as being July 2009, an all Member seminar be arranged to update Members on the progress made.

Agreed:- (1) That the suggested approach for consulting the community be agreed.

(2) That an all Member Seminar be arranged in July 2009.

17. WEBSITE EDITORS

The minutes of the meeting held on 8th May, 2009, were noted.

18. DATE OF NEXT MEETING

Agreed:- That the next meeting of the Group be held on Monday 13th July, 2009 at 3.30 pm.

Page 45

Agenda Item 12

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Page 53

Agenda Item 13

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

Page 55

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A of the Local Government Act 1972.