

CABINET MEMBER FOR RESOURCES AND COMMISSIONING

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

Date: Monday, 13th June, 2011

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 (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. Minutes of meeting held on 12th April, 2011 (Pages 1 - 3)
4. Representation on Outside Bodies/Working Parties (Page 4)
 - (1) RBT Governance Group
(see report)
 - (2) E Government Board
Cabinet Member and Advisor for Resources
 - (3) Rotherham Information Governance Group
Councillor Wyatt
 - (4) Data Protection and Information Group
Councillor Wyatt
 - (5) Fair Trade Group
Councillor Wyatt (Chair); Councillor Jack
 - (6) Procurement Panel
Councillor Wyatt (Chair)
Councillor Smith, Cabinet Member for Regeneration and Development Services
Councillor Whelbourn, Chair, Performance and Scrutiny Overview Committee
 - (7) Complaints Forum
Councillor Wyatt
 - (8) Customer Access Strategy Group
Councillor Wyatt

(9) Website Strategy Group
Councillor Wyatt

5. Chief Executive Revenue Outturn 2010-11 (Pages 5 - 8)
6. Financial Services Capital Outturn 2010-11 (Pages 9 - 11)
7. Financial Services Revenue Outturn 2010-11 (Pages 12 - 13)
8. RBT Performance Report for March 2011 and Year End Report for Annual Strategic Measures (Pages 14 - 31)
9. RBT Performance Report April 2011 (Pages 32 - 42)
10. Strategic Commissioning Unit (Client Team) Annual Review 2010-11 (Pages 43 - 58)
11. Website Strategy Group (Pages 59 - 61)
- minutes of meeting held on 12th April, 2011
12. Customer Access Group (Pages 62 - 63)
- minutes of meeting held on 18th April, 2011
13. Complaints Forum (Pages 64 - 66)
- minutes of meeting held on 18th April, 2011

CABINET MEMBER FOR RESOURCES AND COMMISSIONING
Tuesday, 12th April, 2011

Present:- Councillor Wyatt (in the Chair); Councillors Buckley and Sharman.

K56. MINUTES OF MEETING HELD ON 14TH MARCH, 2011

Consideration was given to the minutes of the previous meeting held on 14th March, 2011.

Resolved:- That the minutes of the meeting held on 14th March, 2011, be approved as a correct record.

K57. RBT PERFORMANCE REPORT

Sarah McCall, Contracting Officer, presented the submitted report which summarised RBT's performance against contractual measures and key service delivery issues for February, 2011, across the areas of Customer Access, Human Resources and Payroll, ICT, Procurement and Revenues and Benefits.

Key points for this period included:-

Customer Access

- All performance targets achieved
- Slight improvement in the performance of the 2010 Rotherham Repairs Services resulting in reduction in call volumes to acceptable levels. Co-location of Willmot Dixon staff was now less of a problem as they were able to respond to telephone calls from the contact centre
- Welfare Rights and Money Advice Service was actively participating in the review of advice delivered in Rotherham
- Additional resources had been moved into the Registration Service from the Contact Centre and the Service Development Team due to high volumes of long term sickness
- No complaints were received

Human Resources and Payroll

- All performance targets achieved
- Issues in relation to Internet Explorer version 8 and Yourself access
- Aston Comprehensive School had confirmed that they would continue to buy back services from the HRP Service after they had achieved Academy status
- EDS Facilities Services were exploring the possibility of transferring their weekly paid workforce to monthly payment

ICT

- All performance targets achieved
- RMBC and RBT had reached agreement on the proposal for the ICT fit-out of Riverside House and the migration of the data centre from Civic
- EDRMS Programme Manager now in post
- Planning for ICT support during the May elections was well advanced

- No complaints received

Procurement

- All performance targets achieved
- Former BVP18 achieved 93.24%.

Revenues and Benefits

- Council Tax Collection Rate 94.9% at the end of February, 2011, 0.9% lower than the same point in 2009/10.
- The target for 2010/11 continued to be a Council Tax Collection Rate which placed Rotherham in the upper performance quartile for Metropolitan District Councils with a minimum collection level of 97.0% regardless of quartile position
- There had been 3,726 Council Tax Liability Orders referred to the bailiff up to the end of February, none of which were classed as a vulnerable case
- Average number of days taken to action a Council Tax Change of Circumstance was 6.76 days. This was better than the performance level which the service aimed to achieve i.e. 14 days
- NNDR collection rate was 96.71% at the end of February, 2011, 0.78% behind the same point in 2009/10
- The NNDR collection figure had been adjusted to incorporate the affect of the NNDR Deferral Scheme. The year end target remained a collection rate which placed Rotherham in the upper performance quartile for Metropolitan District Councils with a maximum collection level of 98.5% regardless of quartile position
- 374 Business Rates Liability Orders had been referred to the bailiff in the current financial year up to the end of February, 2011
- The number of cases under NNDR Deferral Scheme currently stood at 184 allowing for a deferral of £395,173
- No complaints were received

Discussion took place on the report with the following issues highlighted/raised:-

- o The efficiencies and savings that could be accrued by transferring weekly paid workforce to monthly
- o Three month exercise at Doncaster Borough Council exploring the possibilities of shared services
- o BVP18's outturn position was 94.89%. Although not meeting its stretched target of 96%, it had improved from 2009/10
- o The year end figure for Council Tax Collection was 97.4% which was a fantastic achievement and an improvement on last year's performance of 97.1%.
- o The NNDR outturn position was 98.4%, a very good performance and 0.1% higher than 2009/10

Resolved:- (1) That RBT's performance against contractual measures and key service delivery issues for February, 2011, be noted.

(2) That discussions take place with the Assistant Chief Executive Human Resources with regard to the number of employees still paid on a weekly basis

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with the outcome thereof reported to the next meeting.

(3) That future reports include information on Riverside House.

K58. ROTHERHAM MEANS BUSINESS 2011

Sarah McCall, Commissioning Officer, presented a briefing paper giving an overview of the recent Rotherham Means Business 2011 event held on 10th March, 2011 at the Magna Science Centre.

The event had been very successful with 486 delegates in attendance. The paper highlighted the seminars that had taken place, the exhibitors present, budget and delegated feedback.

The Rotherham Means Business website was currently being updated with event photos, press event press releases and quotes from delegates and exhibitors. The website link would be sent to all the events delegates, sponsors, partners and exhibitors to create further interest in the future.

It was felt that Magna had been the appropriate venue for the event but consideration would have to be given as to the future of such an event. It may be that it would have to be run on a sub-regional basis and not necessarily in Rotherham.

K59. COMMISSIONING PRIORITIES

Matt Gladstone, Assistant Chief Executive, circulated a report setting out the Directorate-wide priorities and business principles as follows:-

Key Priorities

- Directorate priorities
- Policy
- Commissioning
- Performance and Quality
- Community Engagement
- Communications Partnerships

The proposals had been based on a staff session on what they thought the priorities should be, what should be focussing on together with the budget process.

Resolved:- That the report be noted.

RBT GOVERNANCE GROUP (est June 2008 – amended May 2011 to reflect Council’s organisational changes)

Elected Members:-

- Cabinet Member, Resources and Commissioning – Councillor Wyatt
- Senior Adviser, Resources and Commissioning – Councillor Buckley
- The Deputy Leader – Councillor Akhtar
- Chair of the Audit Committee – Councillor Sangster
- Chair of Overview and Scrutiny Management Board, or a nominee from that Board – Councillor Whelbourn or Councillor ???
- Chair of the Self-Regulation Select Commission – Councillor Hughes
- An Elected Member who is a member of the 2010 Board – Councillor Dodson

RMBC Officers:-

- Andrew Bedford, Strategic Director of Finance
- ~~Mark Gannon, Transformation & Strategic Partnership Manager~~
- Matt Gladstone, Assistant Chief Executive

RBT Officers:-

- John Dunn, Chief Executive
- ~~Paul Weatherburn, Chief Operating Officer~~

Role:-

To oversee

- (i) the Action Plans
- (ii) new items identified for inclusion on the category list for procurement
- (iii) investment re-profiling
- (iv) 3rd party trading/new business
- (v) value for money
- (vi) sustainability

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member For Resources
2.	Date:	13th June, 2011
3.	Title:	Chief Executive Revenue Outturn Report 2010/11 All Wards Affected
4.	Directorate:	Chief Executives

5. Summary

This report informs members of the Revenue Outturn position for the Chief Executive Office for the financial year 2010/11. The net Outturn shows an underspend of £156,060 against a net cash limited revenue budget of £8,952,438. This represents a variation of -1.74%.

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 £16,120 (-0.18% from budget)

6. Recommendations

That Members receive and note the 2010/11 Revenue Outturn Report for Chief Executive's Directorate.

7. Proposals and Details

The net Outturn for the Directorate for 2010/11 is £8,796,378; an overall net underspend of £156,060 (-1.74%) before adjusting for the following services:

- Rotherham Partnership -£96,368
- Migration Impact Fund -£43,572

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 £3,224 which is 20% of the confirmed underspend into 2011/12.

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

Head of Account	Budget	Outturn	Surplus (-) /Deficit (+)	% Variation to Budget
	£	£	£	%
CHIEF EXECUTIVE				
Chief Executive's Office	800,270	734,802	-65,468	-8.18
Communication's, Policy & Performance	1,581,193	1,397,416	-183,777	-11.62
Scrutiny & Member Services	2,361,022	2,388,296	27,274	1.16
Infrastructure & Corporate Initiative Budget	486,247	485,486	-761	-0.16
External Funding	228,065	184,493	-43,572	-19.11
Human Resources	1,090,018	1,094,770	4,752	0.44
Legal and Democratic Services	2,405,623	2,511,115	105,492	4.39
Total for Chief Executive	8,952,438	8,796,378	-156,060	-1.74

Whilst the Human Resources service shows a small overspend for the year the service has fully repaid the Invest to Save loan on the Recruitment Management System (RMS), one year ahead of plan. This has been possible due to a combination of generating significant additional external income and tight budget management throughout the year.

8. Finance

The financial outturn position for the Chief Executive's Directorate is shown in the table above with more detailed explanations of variances from approved budget included in the attached Appendix.

9. Risks and Uncertainties

The outturn figures included in this report are subject to internal quality assurance work and external audit of the Statement of Accounts.

10. Policy and Performance Agenda Implications

The approved cash limited budget for 2010/11 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

DIRECTORATE :

Chief Executive

Revenue Outturn 2010/11 - Reasons for Variance from Approved Budget - NET

Division of Service	Under (-)/Over (+) Spending £	Key Reasons for variations over £15k.
Chief Executive's Office	-65,468	Underspend on total salaries (£43k) and additional unbudgeted Crowded Place income (£22k)
Communications Policy and Performance	-183,777	Additional income generated by (the former) Rotherham News (-16k), Rotherham Partnership underspend (-£96k) earmarked to be carried forward, Performance & Quality Team staff savings (-£59k), and the Corporate Research Team (-£55k) are offset by overspends in the Communication Team £20k, and the Ministry of Food £21k.
Scrutiny & Member Services & Development	27,274	Underspends in the Scrutiny budget (-£33k) and Member expenses (-7k) are offset by overspends in the Light transport £36k, Town Hall Catering £26k, and Secretariat £6k.
Infrastructure & Corporate Initiative Bud.	-761	
External Funding	-43,572	Underspend on the Migration Impact Fund, earmarked to be carried forward to 2011/12.
Human Resources	4,752	
Legal and Democratic Services	105,492	Overspend on Legal Services team £147k is offset against support staff savings (-£25k) and no expenditure on staff advertising(-£15k).

Total **-156,060**

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member For Resources
2.	Date:	13th June, 2011
3.	Title:	Financial Services Capital Outturn Report 2010/11 All Wards Affected
4.	Directorate:	Financial Services

5. Summary

To inform members of the Capital Outturn position for Financial Services for the financial year 2010/11. The net Outturn shows a breakeven position against a net budget of £5,873,704.

6. Recommendations

That Members receive the 2010/11 Capital Outturn Report for Financial Services.

7. Proposals and Details

The net Outturn for the Directorate for 2010/11 is £5,873,704, 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	525	525	0	-
ICT Strategy	2,830,814	2,830,814	0	-
Define Web Strategy	9,273	9,273	0	-
Microsoft Licences	20,112	20,112	0	-
Tech Refresh	684,000	684,000	0	-
Digital Region	136,000	136,000	0	-
Redundancy Related Costs	2,192,980	2,192,980	0	-
Total for Financial Services	5,873,704	5,873,704	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	525	525		525
ICT Strategy	2,830,814	2,830,814		2,830,814
Define Web Strategy	9,273	9,273		9,273
Microsoft Licences	20,112	20,112		20,112
Tech Refresh	684,000	422,283	261,717	684,000
Digital Region	136,000	136,000		136,000
Redundancy Related Costs	2,192,980	2,192,980		2,192,980
Total for Financial Services	5,873,704	5,611,987	261,717	5,873,704

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 2010/11 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:	13th June, 2011
3.	Title:	Financial Services Revenue Outturn Report 2010/11 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 2010/11. The net Outturn shows an underspend of £321,012 against a net cash limited revenue budget of £10,828,939. This represents a variation of -2.96%.

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 £120,951 (-1.12% from budget)

6. Recommendations

That Members receive and note the 2010/11 Revenue Outturn Report for Financial Services Directorate.

7. Proposals and Details

The net Outturn for the Directorate for 2010/11 is £10,507,927; an overall net underspend of £321,012 (-2.96%), before adjusting for the following traded service:

- Schools Finance £200,061

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 £24,190, which is 20% of the confirmed underspend into 2011/12.

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

Head of Account	Budget	Outturn	Surplus (-) /Deficit (+)	% Variation to Budget
	£	£	£	%
Financial Services	10,828,939	10,507,927	-321,012	-2.96

8. Finance

The main reasons for the variance are an over recovery of income in both housing benefits and births, deaths and marriages, which has been partially offset by unbudgeted running costs of the Customer Service Centres .

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 2010/11 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 22074, joe.johnson@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member for Resources & Commissioning
2.	Date:	13th June, 2011
3.	Title:	RBT Performance Report for March 2011 and Year End Report for Annual Strategic Measures
4.	Directorate:	Commissioning, Policy & Performance

5. Summary

This report summarises RBT's performance against contractual measures and key service delivery issues for March 2011 and performance against annual strategic measures for the financial year 2010-11 across the areas of:

- Customer Access
- Human Resources & Payroll
- ICT
- Procurement
- Revenues & Benefits

6. Recommendations

Members are asked to:

- Note RBT's performance against contractual measures.
- Note RBT's performance against strategic measures.

7. Proposals and Details

Full details of performance against strategic measures for the year 2010-11 are attached at Appendix A. Details of performance against operational measures for January, February and March 2011 for all workstreams are attached at Appendix B.

7.1 Cross Cutting Measures

All cross cutting strategic measures were achieved during 2010-11.

7.2 Customer Access

7.2.1 *Strategic Measures*

All Customer Access strategic measures were achieved during 2010-11. It should be noted that for measure CAS4 Efficiency the target was to achieve 60% in the month of March 2011, the target for 2011-12 is to achieve 60% efficiency across the year.

7.2.2 *Overall Performance*

All Customer Access operational measures were achieved according to their contractual targets during March 2011.

7.2.3 *2010 Repairs & Maintenance*

Work is ongoing by the Contact Centre on the data cleansing exercise to facilitate text messaging to let customers know when Wilmott Dixon will be visiting to help to reduce avoidable contact levels.

The 2010 Client has submitted a change request for the continuation of the currently provided weekend repairs service until March 2012; a response is being produced.

Rothercare currently delivers the emergency repairs service when the Council is closed. A number of issues have arisen around the quality of orders raised by Rothercare and training has been scheduled to address these issues.

7.2.4 *Registration Service*

A date of 29th October 2011 has been agreed for offering the Town Hall as a venue for marriages and civil partnerships and several bookings and notices of marriage have been taken. Customers are being offered the Town Hall as a venue at a maximum fee of £80, which includes a £20 Town Hall recharge.

7.2.5 *Complaints*

No complaints were received by the service during March 2011.

7.3 Human Resources and Payroll (HRP)

7.3.1 *Strategic Measures*

All HRP strategic measures were met during 2010-11 with the exception of measure HRS5 Customer Perception. This was not measured by the HRP Client due to lack of resource but it is understood that this will be addressed during 2011-12.

7.3.2 *Overall Performance*

All targets for operational measures were achieved during March 2011.

7.3.3 *Current/Upcoming Projects*

The HRP Server Refresh project is now complete and the transfer of the PSe database to the new virtual server environment went well with no disruption to the payroll service. Some post live issues remain around the impromptu reporting tool with work ongoing to resolve these. The Yourself version 12 release was delayed until March to accommodate the server refresh. The upgrade will include CRB new wording (to comply with recent Inspection findings), training module changes to properly account for financial costing and PDR recording changes.

The car purchase salary sacrifice scheme was set up on payroll with some 300 expressions of interest logged ahead of the scheme's launch.

Work on consultancy support to Dudley MBC is progressing. A Technical Specification has been completed and signed off following a visit to Dudley to finalise and obtain a copy of the Dudley MBC database to work on. This database will be held on a PC not connected to the RMBC network so that there is no corruption to the Council's files.

A change request proposing a refund to RMBC on the back of the savings derived from mandatory e-payslips has been submitted. It is hoped this will be signed off shortly and form part of the identified saving target for RBT.

7.3.4 *Payroll*

Year end work has dominated HRP processing during March. The first year end closure took place on the 19th March, with schools' payroll closure on the 26th March and weekly payroll on the 29th March. The start of the new financial year will see re-banding for Local Government pension contributions. The payroll groups were successfully opened and other year beginning routines engaged. The pension re-banding was undertaken to reflect the 1.15% pay reduction.

7.3.5 *Achievements*

Statement of Accounts reports were delivered to Financial Services ahead of the 14th April deadline. Work on the Teacher's Pension End of Year certificate is underway.

7.4 ICT

7.4.1 *Strategic Measures*

All ICT strategic measures were achieved during 2010-11.

7.4.2 *Overall Performance*

All targets for the ICT Service were shown as achieved in March 2011.

7.4.3 *Emergency Planning Shared Service with Sheffield City Council*

RMBC and SCC have established a joint Emergency Planning Shared Service. SCC's Emergency Planning staff are to be based at Bailey House and will use RMBC laptops and systems. They will use Sheffield's remote access system (the equivalent of our VPN) to access SCC HR systems and the SCC Intranet.

RMBC's EPIMS (Emergency Planning Incident Management System) will be used by staff across RMBC and SCC to co-ordinate the response to emergencies. The system has been in use in Rotherham for many years but has had to be reconfigured to allow it be accessed by SCC staff over the Internet.

7.4.4 *HR Server Upgrades*

The infrastructure refresh which runs the HR and Yourself applications has been completed. As well as requiring the provision of ten new servers the project necessitated complex data migration activities and a lengthy testing programme.

7.4.5 *Internet Explorer 8 (IE8) Upgrade*

We have deployed IE8 to around 150 users to help us understand what problems we are likely to face. Prior to this trial we already knew that IE8 would not work with Siebel, Cedar (some screens only) or Yourself (some screens only). Outside of these three applications we have found few problems with IE8 use. Work is ongoing to make Siebel, Cedar and Yourself IE8 compatible and in the meantime IE8 will be made available to staff who do not use these three applications.

7.4.5 *Riverside House ICT Fit-out*

RMBC and RBT have reached agreement on the proposal for the ICT fit-out of Riverside House and the migration of our data centre from Civic to the fourth floor of the new building.

The new data centre will bring a huge improvement in our ICT resilience and will reduce the risk of system downtime significantly. In addition to data centre migration, the project will deliver a new LAN (Local Area Network) for Riverside and the relocation of desktop hardware.

As part of this project we will decommission the ICT and LAN in some of the Council's largest buildings including Bailey House (partial decommission), Civic Building, Norfolk House, Central Library, Doncaster Gate, Reresby House, Enterprise House and Phoenix House.

7.5 Procurement

7.5.1 *Strategic Measures*

All Procurement strategic measures were achieved during 2010-11.

7.5.2 *Overall Performance*

All targets for the Procurement workstream were achieved in March 2011.

7.5.3 *BVPI8*

Out turn performance for the financial year 2010-11 for payment of undisputed invoices within 30 days was 94.89%. This reflects an improvement against performance for the previous financial year when 94.65% was achieved. It should be noted that the indicator was significantly impacted by the severe weather in December.

7.5.4 *Savings*

Savings reported during the quarter are shown below together with savings to year end.

Savings in month of:			Savings to year end
Jan	Feb	Mar	
£283k	£161k	£160k	£3.77m

7.5.5 *Addressable Spend*

Addressable spend figures for the quarter are shown below together with monthly totals and the year end figure.

Addressable spend in month of:			Addressable Spend Q4	Addressable spend to year end
Jan	Feb	Mar		
£1.101m	£3.455m	£3.935m	£8.49m	£23.271m

7.6 Revenues and Benefits

7.6.1 *Strategic Measures*

The Revenues and Benefits strategic measures relate to achieving top quartile positions for metropolitan Councils. Benchmarking information for other Authorities will not be known until late June and therefore the majority of these measures remain unclassified at this time.

Measure RBS5 Customer Perception has been achieved, with 93% of customers being satisfied with service levels.

Measure RBS6 Telephone Contact Not Abandoned was a new strategic measure introduced during the year 2010-11 the target for which does not come into effect until 2011-12.

7.6.2 Council Tax

Council Tax collection achieved 97.4% for 2010-11, an increase on the previous year's performance of 97.1%.

The following table illustrates recovery action taken during the year compared with the same point in 2009-10:

Council Tax Collection – Recovery Procedures		
Documents Issued	At March 2011	At March 2010
Reminders	43,357	44,591
Summonses	14,140	13,460
Liability Orders	9,583	10,915

The total number of Council Tax Liability Orders that had been referred to the bailiff during the financial year up was 3,969. None were classed as vulnerable cases.

The average number of days taken to action a Council Tax Change of Circumstance was 4.43 days at the end of March 2011 which is in excess of the performance level which the service aims to achieve of 14 days.

7.6.3 NNDR

NNDR Collection achieved 98.4% against a target of 98.5%. This is an improvement on 2010-11 performance which achieved 98.3%.

The following table illustrates the current levels of recovery action being taken:

NNDR Collection – Recovery Procedures		
Documents Issued	At March 2011	At March 2010
Reminders	5,207	4,496
Summonses	1,297	1,332
Liability Orders	733	838

The total number of Business Rates Liability Orders that had been referred to the bailiff during the financial year was 387.

With reference to the NNDR Deferral Scheme, the number of active cases currently stands at 181 allowing for a deferral of £182,729.

7.5.3 *Other Operational Measures*

All operational measures which can currently be classified have achieved their targets. As detailed under strategic measures, there are 3 operational measures with targets of achieving top quartile positions which can not be categorised until benchmarking information is available.

Measure RBO15 First Contact Resolution was a new measure introduced in 2010-11 which will not be measured against a target until 2011-12.

7.5.4 *Complaints*

Six complaints were received by the service during January, February and March. Of these, one remains open; one was withdrawn; one was closed not upheld; two were closed upheld; and one was a referral to the Local Government Ombudsman which was deemed to be outside of their jurisdiction.

The two upheld complaints both related to Council Tax. Training has been provided to relevant members of staff and lessons learnt shared with wider teams to prevent recurrence of the issues.

8. **Finance**

The contract with RBT includes a service credit arrangement. The effect of this is that should an operational measure not achieve its target, a calculation (based on the amount by which the target was missed including weighting) results in a financial penalty for RBT.

A service credit was generated by measure RBO2 NNDR collection rate. In view of the secondees' efforts to improve on last year's performance this has been waived.

9. **Risks and Uncertainties**

The TSP Team work with RBT to proactively identify and manage risks to prevent negative impacts on performance that may affect our corporate performance scores or service delivery.

10. **Policy and Performance Agenda Implications**

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

11. **Background Papers and Consultation**

RBT performance reports for March 2011.

Contact Name:

Mark Gannon
Strategic Commissioning Manager
Extension 54526
mark.gannon@rotherham.gov.uk

Strategic Measures - Customer Access

Customer Access Measure	Ref	Target	Year End	Year End Status	Comments
Contact Centre Accreditation	CAS1	Yes	Yes	★	Measure is to retain accreditation
Customer Service Excellence	CAS2	Yes	Yes	★	Measure is to retain accreditation
Customer Perception	CAS3	75%	93%	★	
Efficiency Face to Face	CAS4a	60%	69.42%	★	Measure was to achieve target in month of March 2011 to be an annualised measure for 2011-12
Efficiency Telephony	CAS4b	60%	65.53%	★	Measure was to achieve target in month of March 2011 to be an annualised measure for 2011-12
Average Waiting Time Face to Face	CAS5a	85%	88.78%	★	Target is to see 85% of customers within 15 mins
Average Waiting Time Telephony	CAS5b	75%	77.86%	★	Target is to answer 75% of calls within 21 seconds

More than 2% above target



Within 2% of target



More than 2% below target



Unable to report at this time



NB: Measures CAS4 & CAS5 are separated for telephony and face to face elements

Strategic Measures - Human Resources and Payroll

HR&P Measure	Ref	Target	Year End	Year End Status	Comments
Failures Affecting Pay	HRS1	2	0	★	Measure is smaller is better
Operation management	HRS2	3	0	★	Measure is smaller is better
Statutory Returns	HRS3	100%	100%	★	
Accuracy of Contracts	HRS4	75%	100%	★	
Customer Perception	HRS5	n/a	n/a	🚫	Not measured due to lack of client resources, to be measured in 2011-12

- ☐ More than 2% above target
- ☐ Within 2% of target
- ☐ More than 2% below target
- ☐ Unable to report at this time



Strategic Measures - ICT

ICT Measure	Ref	Target	Year End	Year End Status	Comments
% Availability: RMBC Voice & Data Network	ICTS1	99%	99.66%	★	
% Availability: Business Critical Applications	ICTS2	99%	99.94%	★	
% Availability: Telephony	ICTS3	99%	100.00%	★	
% Faults Fixed in Timescale	ICTS4	95%	96.89%	★	
Customer Perception	ICTS5	85%	84.90%	●	Failure of measure is tied to production and implementation of an action plan to address areas of under performance which has been completed





- More than 2% above target
- Within 2% of target
- More than 2% below target
- Unable to report at this time



Strategic Measures - Procurement

Procurement Measure	Ref	Target	Year End	Year End Status	Comments
BIGS Savings	PS1	£3.451m	£3.77m	★	Target is to achieve savings as set out in the Annual Plan
Delivery against Lead Times	PS2	88.72%	95.01%	★	
Cheque Requests	PS3	98.46%	99.18%	★	
Payment of Invoices	PS4	99.22%	99.46%	★	
Customer Perception	PS5	90%	85.50%	●	Failure of measure is tied to production and implementation of an action plan to address areas of under performance which has been completed

TQM = Top Quartile of Metropolitan Authorities.

 More than 2% above target
 Within 2% of target
 More than 2% below target
 Unable to report at this time

Strategic Measures - Revenues and Benefits

Revs & Bens Measure	Ref	Target	Year End	Year End Status	Comments
Council Tax Collection	RBS1	TQM	97.4%	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
NNDR Collection	RBS2	TQM	98.4%	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
Time Taken to Process HB/CTB Claims & Changes	RBS3	TQM	11.44 days	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
Fraud Prosecutions	RBS4	TQM	7.22	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
Customer Perception	RBS5	75%	93%	★	
Telephony Contact not Abandoned	RBS6	95%		?	New measure with target applicable for 2011-12

TQM = Top Quartile of Metropolitan Authorities.

More than 2% above target



Within 2% of target



More than 2% below target



Unable to report at this time



Strategic Measures - Cross Cutting

Cross Cutting Measure	Ref	Target	Year End	Year End Status	Comments
Project Delivery	CCS1	80%	85.71%	★	Measure is around projects being delivered to timescales & budgets.
Annual Governance Statement	CCS2	100%	n/a	?	Target is to address any issues in the AGS; no issues to be addressed for 2010-11
Improvement	CCS3	20%	31.25%	★	Measure is to demonstrate improvement across % of strategic measures.
Employee Development	CCS5	95%	0.97	★	Measure is to ensure RBT employees receiving training and development.

More than 2% above target
 Within 2% of target
 More than 2% below target
 Unable to report at this time



Customer Access Measure	Ref	Target	Jan	Feb	Mar	Status	Comments
Cost per Transaction (Face to Face)	CAO1	4.5	3.87			★	Quarterly measure, reporting 1 month in arrears; smaller is better target.
Versatility Measure	CAO2	90	94.44	94.23	94.83	★	
First Contact Resolution by Channel (Face to Face)	CAO3	100	100	100	100	★	
First Contact Resolution by Channel (Telephony)	CAO3	95	100	97.5	100	★	
Average Call Quality Assessment	CAO4	95	97.28	97.52	97.12	★	
% of Contact not Abandoned (Face to Face)	CAO5	85	99.65	99.79	99.68	★	
% of Contact not Abandoned (Telephony)	CAO5	90	87.39	96.67	96.87	★	Performance back on track following January's increase in call volumes
Complaints Handling	CAO7	90	96	96	96	★	Reported quarterly with additional information for tracking.
Provision of Management Data	CAO9	100	100	100	100	★	

More than 2% above target
 Within 2% of target
 More than 2% below target
 Unable to report at this time



HR&P Measure	Ref	Target	Jan	Feb	Mar	Status	Comments
Accuracy of Contracts	HRO1	95	100	100	100	★	
Accuracy of Payment	HRO2	99.5	99.84	99.93	99.87	★	
% of Enquiries Resolved at First Point of Contact	HRO3	80	98.3	98.01	98.37	★	
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	100	100	★	Quarterly Measure with additional information for tracking purposes
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 Management Data	HRO10	100	100	100	100	★	

More than 2% above target
 Within 2% of target
 More than 2% below target
 Unable to report at this time



ICT Measure	Ref	Target	Jan	Feb	Mar	Status	Comments
% Availability of RMBC Voice & Data Network	ICTO1	99	100	99.97	99.66	★	
% Availability of Business Critical Applications	ICTO2	99	99.97	99.7	99.91	★	
% Availability of Telephony Systems	ICTO3	99	100	100	100	★	
% Faults Fixed in Agreed Timescales	ICTO4	94	97.91	97.73	98.51	★	
% ICT Change Requests Completed in Agreed Timescales	ICTO5	95	99.61	99.13	99.38	★	
% Complex Change Requests Completed to Agreed Specification	ICTO6		96.55	93	92.8	❓	New measure; currently baselining prior to a target being negotiated.
First Contact Resolution	ICTO7	30	41.94	36.07	39.36	★	
% Print Jobs Completed as Agreed	ICTO8	95	100	99.9	99.62	★	
Anti-Virus Measure	ICTO9		75.6	74.86	73.39	❓	New measure; currently baselining prior, target being negotiated.
Average Time Taken to Answer Calls	ICTO10	85	95.05	97.38	94.95	★	

More than 2% above target
 Within 2% of target
 More than 2% below target
 Unable to report at this time



Procurement Measure	Ref	Target	Jan	Feb	Mar	Status	Comments
% Catalogued Goods or Services Delivered within Lead Times	PO1	88.72	97.13	98.47	96.62	★	
% Cheque Requests Processed on Next Available Payment Run	PO2	98.46	99.69	99.74	100	★	
% Undisputed Invoices Input within 25 calender days	PO3	99.22	99.25	99.42	99.51	★	
% non-eRFQ Open Requisitions Consolidated into Purchase Orders	PO4	78	88.04	88.85	85.75	★	
% Framework Agreements Risk Assessed for Impact on Local Economy	PO5	96			100	★	Quarterly measure.
% Framework Agreements Developed with consideration given to Sustainability	PO8	98			100	★	Quarterly measure.
Provision of Management Data	PO9	100	100	100	100	★	

More than 2% above target
 Within 2% of target
 More than 2% below target
 Unable to report at this time



Revenue & Benefit Measure	Ref	Target	Jan	Feb	Mar	Status	Comments
% Council Tax Collected	RBO1	97	92.14	94.90	97.40	★	Annual measure
% NNDR Collected	RBO2	98.50	95.58	96.71	98.40	▲	Annual measure
Time Taken to Process HB/CTB New Claims and Change Events	RBO3	15	14.21	13.95	11.44	★	Annual smaller is better measure
Number of Fraud Prosecutions & Sanctions per 1000 caseload	RBO4	4.25	6.00	6.82	7.22	★	Annual measure
Cumulative Council Tax Arrears as compared to Council Tax Year End Total Collectable Debt	RBO5	TQM			5.65	📊	Annual smaller is better measure; target is to achieve a top quartile mets positions which will not be known until benchmarking information is available
Year End Council Tax Write Off as % of Collectable Debt	RBO6	TQM		0.17	0.23	📊	Annual smaller is better measure; target is to achieve a top quartile mets positions which will not be known until benchmarking information is available
Number of Changes in HB/CTB Entitlements within the year per 1000	RBO7	TQM	682	682	682	📊	Annual measure; target is to achieve a top quartile mets positions which will not be known until benchmarking information is available
Level of LA Overpayments not to exceed LA Error Local Subsidy Threshold	RBO8	0.48	0.37	0.37	0.37	★	Annual smaller is better measure
Total Amount of HB Overpayments recovered in period as % of HB Overpayments outstanding	RBO9	41	49.50	51.25	53.47	★	Annual measure
% New Benefit Claims Decided within 14 days of Receipt	RBO10	90.5	91.81	92.51	92.76	★	Quarterly measure
Total Amount of HB Overpayments written off during the period as % of Total Amount of HB Overpayments	RBO11	6.99	1.58	1.55	2.04	★	Annual smaller is better target
% Applications for HB/CTB Reconsideration / Revision Actioned & Notified within 4 weeks	RBO12	75	87.60	87.68	88.13	★	Annual measure
% HB/CTB Appeals Submitted to the Tribunal Service in 4 weeks	RBO13	85	98.21	96.72	97.01	★	Annual measure
Provision of Management Data	RBO14	100	100	100	100	★	Monthly measure

More than 2% above target
Within 2% of target
More than 2% below target
Unable to report at this time



ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member for Resources & Commissioning
2.	Date:	13th June, 2011
3.	Title:	RBT Performance Report for April 2011
4.	Directorate:	Commissioning, Policy & Performance

5. Summary

This report summarises RBT's performance against contractual measures and key service delivery issues for April 2011 across the areas of:

- Customer Access
- Human Resources & Payroll
- ICT
- Procurement
- Revenues & Benefits

6. Recommendations

Members are asked to:

- Note RBT's performance against contractual measures.

7. Proposals and Details

Full details of performance against operational measures for April 2011 for all workstreams are attached at Appendix a.

7.1 Customer Access

7.1.1 *Overall Performance*

All Customer Access operational measures were achieved according to their contractual targets during April 2011.

7.1.2 *2010 Repairs & Maintenance*

Monthly meetings have commenced between 2010 client, 2010 contact centre, RBT contact centre and Rothercare to discuss operational issues and to improve the customer experience.

Arrangements have been made with Wilmott-Dixon representative to have a presence in the contact centre for one afternoon per week from 11th May 2011.

7.1.3 *Customer Service Centres*

Neighbourhood and Adult Services have withdrawn the blue badge service permanently from Maltby Joint Service Centre with effect from 15th April 2011.

Customer Service staff are promoting direct debit take up by targeting customers visiting the cashiering service at Civic Building to pay Council Tax and Council Housing Rent.

In order to reduce avoidable contact, Customer Service staff are to be trained in the Customer Information System (CIS) due to be rolled out in May 2011. This will enable advisors to view up-to-date information and proof of entitlement to a range of HMRC and DWP welfare benefits.

7.1.4 *Complaints*

One complaint was received during April 2011, in respect of Welfare Rights. The complaint was closed upheld and all issues have been resolved.

7.2 Human Resources and Payroll (HRP)

7.2.1 *Overall Performance*

All targets for operational measures were achieved during April 2011.

7.2.2 *Payroll*

Work was completed to support Aston Comprehensive School's move to Academy status with effect from 1 May 2011.

P35/P14 forms required for the Employer Annual Return have been finalised and sent to HMRC as part of year end processing.

The scoping work relating to the provision of a shared service arrangement for payroll with Doncaster Council is well underway with several meetings having taken place. A Bid Lead and IT expert have been allocated, their input will help progress the IT infrastructure aspects of the proposal.

The new Establishment application is easing the current backlog but workload continues to increase following service reviews. The process has been re-defined to engage Managers/Business Partners when structures have been defined to obtain sign off at the start. The Orgplus Blueprint is aiding this process.

7.2.3 *Current/Upcoming Projects*

The RMBC pilot of IE8 has flagged up some compatibility issues in relation to HR self service. The testing of all screens and subsequent development work will commence in June when the main year end commitment is finalised.

7.3 ICT

7.3.1 *Overall Performance*

All targets for the ICT Service were shown as achieved in April 2011.

7.3.2 *Emergency Planning Shared Service*

RMBC and SCC have established a joint Emergency Planning Shared Service. SCC's Emergency Planning staff are based at Bailey House and use RMBC laptops and systems and Sheffield's remote access system (the equivalent of our VPN) to access SCC HR systems and the SCC Intranet.

RMBC's EPIMS (Emergency Planning Incident Management System) is now used by staff across RMBC and SCC to co-ordinate the response to emergencies. The system has been in use in Rotherham for many years but has had to be reconfigured to allow it be accessed by SCC staff over the Internet. The RMBC and SCC IT departments have collaborated well to deliver an ICT solution which is now complete and will allow joint working for RMBC/SCC when the new service formally goes live on the 1st June 2011.

7.3.3 *Payment Card Industry Data Security Standards (PCI DSS)*

The Payment Card Industry Data Security Standard (PCI DSS) is a worldwide information security standard defined by the Payment Card Industry Security Standards Council. The standard was created to help payment card industry organisations that process card payments prevent credit card fraud through increased controls around data and its exposure to compromise. The standard applies to all organisations that hold, process, or exchange cardholder information.

RMBC has procured the services of a specialist to review RMBC's PCI DSS compliance. The Corporate ICT and Information Governance Board. It has been agreed that the newly formed Information Governance Unit will lead on PCI DSS work along with reviewing Government Connect compliance as there is a large degree of overlap between the two standards.

7.3.4 Complaints

One complaint was received by the service. The complaint was not upheld as whilst the customer was dissatisfied with a resolution time, this was within agreed service standards.

7.4 Procurement

7.4.1 Overall Performance

All targets for the Procurement workstream were achieved in April 2011.

7.4.2 Payment of Invoices

Performance against former BVPI8, payment of undisputed invoices within 30 days, achieved 96.2% in April 2011.

7.4.3 Addressable Spend & Savings Tracking

Addressable spend and savings figures for are as follows:

Savings in month of March	Savings year to date (10-11)	Estimated Savings to year end (10-11)	Addressable Spend in April	Addressable Spend Year to Date
£160,318	£3.77	£3.77m	£670k	£670k

7.5 Revenues and Benefits

7.5.1 Council Tax

As at the end of April 2011 the Council Tax Collection rate stood at 10.12%, which is 0.18% behind the same point in 2010-11. The year-end target is for RBT achieve a Council Tax Collection Rate which places Rotherham in the upper performance quartile for Metropolitan District Councils, with a minimum collection level of 97% regardless of quartile position.

The following table illustrates recovery action taken in the year to date compared with the same point in 2009-10: -

Council Tax Collection – Recovery Procedures		
Documents Issued	At April 2011	At April 2010
Reminders	4,967	7,081
Summonses	525	527
Liability Orders	352	467

The total number of Council Tax Liability Orders that had been referred to the bailiff during the financial year to date is 168, none were classed as vulnerable cases.

The average number of days taken to action a Council Tax Change of Circumstance was 13.8 days at the end of April 2011, the performance level which the service aims to achieve of 14 days.

As at the end of April 2011 68.19% of Council Tax payments were by direct debit.

7.5.2 NNDR

NNDR collection performance stood at 10.44% at the end of April 2011, which is 6.78% behind the same point in 2009-10. This large discrepancy is due to the early direct debit run last year and the impact of two bank holiday periods within the same month.

The NNDR collection figure has been adjusted to incorporate the effect of the NNDR Deferral Scheme. The year-end target for NNDR collection remains a collection rate which places Rotherham in the upper performance quartile for Metropolitan District Councils, with a minimum collection level of 98.5% regardless of quartile position.

The following table illustrates the current levels of recovery action being taken: -

NNDR Collection – Recovery Procedures		
Documents Issued	At April 2011	At April 2010
Reminders	943	2,292
Summonses	32	39
Liability Orders	16	22

The total number of Business Rates Liability Orders that had been referred to the bailiff during the financial year to date was 15, none of which were classed as vulnerable cases.

With reference to the NNDR Deferral Scheme, the number of active cases currently stands at 179 allowing for a deferral of £385,821.

7.5.3 Other Operational Measures

Performance against the remaining Operational Measures continues to be satisfactory. The benefits caseload has decreased slightly from the last period with work continuing to ensure that all measures continue to be met.

7.5.4 Complaints

Four complaints were received by the service during April 2011. Of these, three were closed not upheld and one was closed upheld. Appropriate actions have been taken and lessons learnt shared with wider teams to prevent recurrence of the issues.

8. Finance

The contract with RBT includes a service credit arrangement. The effect of this is that should an operational measure not achieve its target, a calculation (based on the amount by which the target was missed including weighting) results in a financial penalty for RBT.

9. Risks and Uncertainties

The TSP Team work with RBT to proactively identify and manage risks to prevent negative impacts on performance that may affect our corporate performance scores or service delivery.

10. Policy and Performance Agenda Implications

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

11. Background Papers and Consultation

RBT performance reports for April 2011.

Contact Name:

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Strategic Measures - Customer Access

Customer Access Measure	Ref	Target	Year End	Year End Status	Comments
Contact Centre Accreditation	CAS1	Yes	Yes	★	Measure is to retain accreditation
Customer Service Excellence	CAS2	Yes	Yes	★	Measure is to retain accreditation
Customer Perception	CAS3	75%	93%	★	
Efficiency Face to Face	CAS4a	60%	69.42%	★	Measure was to achieve target in month of March 2011 to be an annualised measure for 2011-12
Efficiency Telephony	CAS4b	60%	65.53%	★	Measure was to achieve target in month of March 2011 to be an annualised measure for 2011-12
Average Waiting Time Face to Face	CAS5a	85%	88.78%	★	Target is to see 85% of customers within 15 mins
Average Waiting Time Telephony	CAS5b	75%	77.86%	★	Target is to answer 75% of calls within 21 seconds

More than 2% above target



Within 2% of target



More than 2% below target



Unable to report at this time



NB: Measures CAS4 & CAS5 are separated for telephony and face to face elements

Strategic Measures - Human Resources and Payroll

HR&P Measure	Ref	Target	Year End	Year End Status	Comments
Failures Affecting Pay	HRS1	2	0	★	Measure is smaller is better
Operation management	HRS2	3	0	★	Measure is smaller is better
Statutory Returns	HRS3	100%	100%	★	
Accuracy of Contracts	HRS4	75%	100%	★	
Customer Perception	HRS5	n/a	n/a	🚫	Not measured due to lack of client resources, to be measured in 2011-12

★ More than 2% above target
● Within 2% of target
▲ More than 2% below target
🚫 Unable to report at this time

Strategic Measures - ICT

ICT Measure	Ref	Target	Year End	Year End Status	Comments
% Availability: RMBC Voice & Data Network	ICTS1	99%	99.66%	★	
% Availability: Business Critical Applications	ICTS2	99%	99.94%	★	
% Availability: Telephony	ICTS3	99%	100.00%	★	
% Faults Fixed in Timescale	ICTS4	95%	96.89%	★	
Customer Perception	ICTS5	85%	84.90%	●	Failure of measure is tied to production and implementation of an action plan to address areas of under performance which has been completed

- More than 2% above target
- Within 2% of target
- More than 2% below target
- Unable to report at this time



Strategic Measures - Procurement

Procurement Measure	Ref	Target	Year End	Year End Status	Comments
BIGS Savings	PS1	£3.451m	£3.77m	★	Target is to achieve savings as set out in the Annual Plan
Delivery against Lead Times	PS2	88.72%	95.01%	★	
Cheque Requests	PS3	98.46%	99.18%	★	
Payment of Invoices	PS4	99.22%	99.46%	★	
Customer Perception	PS5	90%	85.50%	●	Failure of measure is tied to production and implementation of an action plan to address areas of under performance which has been completed

TQM = Top Quartile of Metropolitan Authorities.

More than 2% above target
 Within 2% of target
 More than 2% below target
 Unable to report at this time



Strategic Measures - Revenues and Benefits

Revs & Bens Measure	Ref	Target	Year End	Year End Status	Comments
Council Tax Collection	RBS1	TQM	97.4%	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
NNDR Collection	RBS2	TQM	98.4%	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
Time Taken to Process HB/CTB Claims & Changes	RBS3	TQM	11.44 days	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
Fraud Prosecutions	RBS4	TQM	7.22	?	Target is to achieve Top Quartile Mets position, information on other Councils' performance not yet available
Customer Perception	RBS5	75%	93%	★	
Telephony Contact not Abandoned	RBS6	95%		?	New measure with target applicable for 2011-12

TQM = Top Quartile of Metropolitan Authorities.

More than 2% above target



Within 2% of target



More than 2% below target



Unable to report at this time



ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member for Resources & Commissioning
2.	Date:	13th June 2011
3.	Title:	Strategic Commissioning Unit (Client Team) Annual Review 2010-11
4.	Directorate:	Commissioning, Policy & Performance

5. Summary

This report provides a review of the activities of the Strategic Commissioning Unit (Client Team) – formerly the Transformation and Strategic Partnerships Team – highlighting key achievements across the areas of:

- Customer Access
- ICT
- Procurement
- Revenues & Benefits
- Business Transformation

The report also sets out the key areas of focus for the team in 2011/12.

6. Recommendations

The Cabinet Member for Resources and Commissioning is asked to:

- **Note the work undertaken by the Strategic Commissioning Unit (Client Team) in 2010/11; and**
- **Note the priority areas for the team's work in 2011/12.**

7. Proposals and Details

7.1 Introduction

The remit of the Strategic Commissioning Unit (Client Team) is two-fold. Firstly, the team leads on the development of strategy and policy – and the co-ordination of corporate projects – in the following areas:

- Customer Access and Online Transactional Services;
- Information and Communications Technology (ICT);
- Procurement; and
- Revenues and Benefits.

The team also leads and contributes to a number of corporate, cross cutting change programmes.

Secondly, the team provides the Council's client function for the strategic partnership with BT – RBT (Connect) Ltd – in the same areas, including the statutory functions around quality assurance of the Revenues and Benefits Service.

This report provides a review of the team's activities in 2010/11 and sets out key achievements. It also sets out the priority areas the team will be focusing its activities on in 2011/12 onwards.

A structure chart for the team is attached at Appendix A.

7.2 Key Findings and Feedback from Customers and Stakeholders

This section sets out the key feedback from customers for areas of the team's work. The team welcomes and proactively seeks feedback from customers and uses this feedback to ensure that services to customers are delivered according to their needs, at the right time and in the right place. This includes feedback directly from customers, but also from external assessment bodies. This section covers feedback from satisfaction surveys, customer feedback, mystery shopping and feedback from external assessors.

CUSTOMER SATISFACTION AND FEEDBACK

ICT

The 2010 ICT Customer Satisfaction Survey showed that:

- 84.9% of users were satisfied with the ICT service.

Procurement

The 2010 Procurement Satisfaction Survey showed that:

- 85.5% of users were satisfied with the Procurement Service.

An action plan has been developed and implemented to address areas of dissatisfaction where possible.

Meet the Buyer Event 2011

This year the annual Meet the Buyer event was held in conjunction with the borough's first enterprise event. For the majority of delegates networking and the opportunity to find out more about public sector procurement activity were the key areas of the day. Almost all of the delegates polled expressed enthusiasm for the day with 94.79% giving positive comments.

An exhibitor feedback poll of stands in the enterprise section of the exhibition took place halfway through the event. The responses were extremely positive: 95% of those asked thought the event was a success, 86% had already achieved their aims for exhibiting at the event before midday and 82% felt the event had been great value for money.

Customer Access

Customer Service satisfaction testing has been completed by 1,965 customers who have used our customer service facilities during 2010/11. The surveys have been completed at regular periods throughout the year across a range of services delivered by RBT Customer Services on behalf of RMBC. The results of the surveys are as follows:

Overall customer satisfaction

- 93% of customers were satisfied with their service experience overall.
- 0.6% of customers were dissatisfied with their service experience
- 6.4% of customers chose not to respond to the question.

Satisfaction with customer service staff

- 99% of customers believed that our staff members were polite and helpful

Satisfaction with Customer Service building facilities (where a face-to-face visit has been made)

- 98% of customers were satisfied with the building facilities and waiting areas

Customers would like to see more comfortable seats in our waiting areas and would like an area where children can play.

Satisfaction with opening hours

- 98% of customers were satisfied with the existing Customer Service opening hours
- 2% of customers were dissatisfied and would like to see services available on a Saturday or later in the evening. They would be happy for customer service centres to close for half days to allow this to take place with minimum increase in costs.

Satisfaction with speed of service

- 87% of customers believe that the waiting times within customer services are good.

- 3% of customers believe waiting times are too long. These customers usually attended the Civic customer service centre over a lunch period.
- 10% of customers believe that the waiting times are reasonable.

In the second half of 2010 we changed the way we measure specific drivers of customer satisfaction to a 10 point numerical scale. This change will allow us to compare and benchmark our performance against a number of public and private sector companies in the future. The customer satisfaction questions asked align to a number of the questions which are asked when compiling the UK Customer Satisfaction Index (UKCSI).

Customers were asked to rate their level of satisfaction on a scale of 1 – 10, where 10 means very satisfied and 1 means very dissatisfied. A higher score shows that customers are more satisfied with their experience. The following results have been achieved:

	Rotherham Score	UKCSI benchmark (Local public services July 09)
Ease of access to services	8.9	6.8
Professional and helpful staff	9.1	7.4
The range of services which are available	8.1	7.2
Opening hours	8.9	Not measured
Speed of service	9	6.7
Usefulness and clarity of information provided	9.1	7.2
Customer service facilities (including waiting areas and reception)	8.8	7.5
Keeping to our promises	8.6	6.8

FEEDBACK FROM EXTERNAL ASSESSORS

Customer Service Excellence

The Council was successfully assessed against our continuous compliance with the Customer Service Excellence standard in January 2011; the assessment was led by the Strategic Commissioning Unit (Client Team). In 2009, the Council had five areas of partial compliance against the standard. The assessor recognised that progress had been made in all these areas and confirmed that the Council had achieved full compliance in three of the five areas identified. The Council also achieved a 'compliance plus' assessment in the area of partnership working (element 3.4.1).

The assessor said:

“Following this visit I can confirm that you continue to meet the required standard for maintenance of Customer Service Excellence Standard certification. The attainment of ‘compliance plus’ across all parts of The Council for Element 3.4.1 is to be commended. Finally, it is clear that the striving for excellence in customer service continues to be a primary focus for RMBC and its staff.”

Government Connect Assessment 2011

The Council successfully achieved accreditation against the new, more stringent, requirements of the Code of Connection with no significant problems identified.

7.3 Customer Access

This section sets out the key achievements within the Customer Access workstream of the team. It also identifies key projects that will be progressed in 2011-12.

7.3.1 Key Achievements

Customer Services incorporates the following service areas:

- Council Tax collection and administration;
- Business Rate collection and administration;
- Fraud;
- Benefit assessment and administration;
- Customer Services Contact Centre service delivery;
- Customer Services face to face service delivery;
- Registration Service; and
- Welfare Rights and Money Advice Service.

The role of Client Officer within Revenues and Benefits has been merged with the role of Customer Access Client Officer. Overall there has been a 1.8 FTE reduction in the Customer Access part of the team. Despite this reduction, the following outcomes have been achieved.

Improved Efficiency within Customer Services

Following the introduction of an efficiency measure into the Customer Service teams in 2009, the Customer Access Client Officer has been working closely with RBT to increase performance against this measure to a target of 60%.

The efficiency measure focuses on the amount of time a customer service advisor is spending on customer facing tasks and is able to identify where staff members can be utilised more effectively to support other services.

When the measure was introduced, performance was 14% below target, at 46%. The Customer Access Client officer has worked closely with Service Managers to challenge existing ways of working and ensure that services with capacity are supporting other more challenged areas. Performance has steadily and consistently improved over the year, with an achievement of 76% efficiency in March 2011. This increase equates to increased capacity within customer services of 11 FTE.

Development of Customer Service Centres

The fifth Customer Service Centre was opened in June 2010. The £8.6m building was successfully delivered within budget. Customer satisfaction is high in the Centre with 96.8% of customers saying it is very easy to access public services from this building.

Design of the Rawmarsh Customer Service Centre was completed in 2010 and build of the Centre began in January 2011; the building is due to open in April 2012. The

building will host a customer service centre, library, GP practice and provide office accommodation for both NHS and Council staff.

In addition, the Customer Access Client Officer has worked closely with EDS colleagues to develop the Customer Access facilities at Riverside House. Build is underway and is due to open in quarter 4 of 2011/12.

Channel Shift

The Customer Access Client Officer has worked closely with the Online Services Manager and RBT colleagues to increase the number of customers who transact with the council using the website, rather than telephone or face to face contact. During 2010, there were 37,667 online forms submitted through the Council website. This was an increase of 20% on customer usage in 2009 and a successful achievement of the target set in the Customer Access Strategy 2008-11.

The website channel is a cost effective channel for service provision and encouraging customers to use this channel will result in cost savings for the council. Average costs for website transactions are £0.32, in comparison to £3.01 for the average cost of a telephone contact. The 20% increase in transactions via the website in 2010 has resulted in the need for 1 FTE less within Customer Services. The Customer Access Client Officer will work with RBT in 2011/12 to determine how further cashable savings can be realised.

Refreshed Customer Access Strategy

The Council's Customer Access Strategy is being refreshed and consultation is currently underway with key stakeholders. The strategy proposes a new operating model for customer services which is aligned to functional processes rather than departmental services. The operating model will support the successful consolidation of additional services into the customer service network.

Customer Service Consolidation

The Customer Access Client Officer has conducted a review of front facing services which can be consolidated into the Customer Service Network and which can provide potentially significant savings. Recommendations have been approved by SLT and will be discussed by Cabinet Members in June 2011.

Business Process Re-engineering of the Revenues and Benefits Service

The Customer Access Client Officer has worked closely with RBT to define and deliver improved performance measures following the reengineering of the Revenues and Benefits Service. There has been a dramatic improvement in the customer experience for customers contacting the service by telephone, with the level of abandoned calls reducing from 40% to less than 3% within the service. Performance of collection rate targets has been achieved despite the significant changes made to the service in June 2010.

Council Tax Collection Rate

The final Council Tax Collection Rate at the end of March 2011 was 97.4% against an a target of 97%, raising an additional £270k. This shows an improvement on the 2010-11 collection rate of 97.1%. Given the current economic climate, this is an

excellent achievement that reflects well on the staff involved and, indeed, the people of Rotherham. The Strategic Commissioning Unit (Client Team) has monitored the collection rate on an ongoing basis and taken relevant actions with RBT colleagues to ensure that the target was achieved.

Comparative data in respect of other local authorities nationally should be available in late July and this will allow Rotherham's performance to be viewed in a wider context.

7.3.2 Priority Areas for 2010/11

- Deliver the refreshed Customer Access Strategy;
- Develop and open Rawmarsh Customer Service Centre;
- Develop and open Riverside House Customer Service Centre;
- Oversee the implementation of the Customer Service Consolidation Programme;
- Ensure that customer service savings initiatives are successfully delivered; and
- Understand the implications of the Welfare Rights Bill on Customer Access and Revenues and Benefits services and develop proposals to address issues arising from legislative changes.

7.4 Information and Communications Technology (ICT)

This section sets out the key achievements within the ICT workstream of the team. It also identifies key projects that will be progressed in 2011-12.

7.4.1 Key Achievements

ICT Strategy Implementation

The period covered by the ICT Strategy 2008 – 2011 saw the successful delivery of some major transformational projects, including:

- Electronic Social Care Records;
- New Elections Management System;
- New Education Management System;
- New Website;
- Government Connect Accreditation;
- VPN (secure remote access);
- Government Connect Accreditation;
- Server Virtualisation Programme;
- Mobile Technology for Housing Repairs Teams;
- Rolling Computer Refresh Programme;
- ICT Fit-Out of Numerous Joint Service and Children's Centres;
- VOIP Telephony; and
- ICT to support Members.

The ICT Strategy 2008 – 11 was delivered on time and under budget.

PC Refresh Programme

The 2010/11 programme is the second full year since the team took responsibility for managing the refresh programme previously run by RBT (following an Internal Audit report that was critical of the value for money of the RBT PC Refresh Programme). In 2010/11 the refresh programme delivered over 1,000 laptops, desktops, tablets and netbooks.

Network Procurement

The team has overseen the procurement of a new data and voice network for RMBC. The procurement was undertaken by RBT on behalf of the Council and following a detailed assessment, DRL was chosen as the successful bidder. The decision was ratified by Cabinet in March 2011 and the new network will bring service and cost improvements.

Accommodation Changes

The past 12 months have seen some very large accommodation moves in preparation for the eventual move to Riverside House. In addition the Town Hall has been fully refurbished and has had a full ICT fit-out. We have also opened a new JSC in Aston and a new central depot at Hellaby. Each of these changes has necessitated significant ICT projects to ensure that the day to day business of the teams involved is not impacted; the team has led on all aspects of the ICT work in conjunction with EDS and RBT.

Upgrade of Key Infrastructure

We have completed a large project to replace the entire infrastructure which runs the HR+P and YourSelf applications. As well as requiring the provision of ten new servers the project necessitated complex data migration activities and a lengthy testing programme.

Another key piece of hardware reached the end of its life and was replaced. This was the main data storage system for some of our most important applications including:

- iWorld and Comino - Council Tax and Benefits
- Cedar - RMBC's main financial system
- OHMS - the Housing Management System
- Swift - adult's and children's social care system

These have now been migrated to a new platform.

Emergency Planning Shared Service with Sheffield City Council (SCC)

RMBC and SCC have established a joint Emergency Planning Shared Service. SCC's Emergency Planning staff are now based at Bailey House and use RMBC laptops and systems. They use Sheffield's remote access system to access SCC HR systems and the SCC Intranet.

RMBC's EPIMS (Emergency Planning Incident Management System) is now used by staff across RMBC and SCC to co-ordinate the response to emergencies. The

system has been in use in Rotherham for many years, but has had to be reconfigured to allow it be accessed by SCC staff over the Internet.

Improved RMBC Involvement in Regional ICT Networks

We have strengthened our involvement in sub-regional, regional and national groups to ensure that we effectively share with a learn from colleagues in other authorities. The ICT Client attended the first meeting of the South Yorkshire Chief Information Officer (CIO) Group which is made up of CIOs from the four Local Authorities, South Yorkshire Police, South Yorkshire NHS and several universities and colleges.

The group was created at the request of the South Yorkshire Chief Executives Group and is charged with creating efficiencies through knowledge sharing and joint working across South Yorkshire. In addition the ICT Client contributes to the following groups:

- Society of IT Managers Yorks and Humber Group
- e@syconnects
- South Yorkshire e-Forum
- Yorkshire & Humberside WARP (Warning Advice and Reporting Point)
- Rotherham NHS IT Partnership Board

Electronic Document Records Management System (EDRMS)

An EDRMS Programme Manager joined the team in February 2011 and has already installed significant momentum in the project with an EDRMS Programme Board established and the first draft of the EDRMS project plan written. A new intranet site has been created which will act as the definitive source of EDRMS information and communication.

An update on EDRMS progress and suggestions on how the programme might be managed between now and the move to Riverside House was prepared for the Senior Leadership Team (SLT) and was supported. Further reports on the EDRMS Programme will be presented to SLT during 2011/12.

7.4.2 Priority Areas for 2011/12

Finalise and Commence Delivery of the 2011-15 ICT Strategy

The team are in the process of producing the Council's next ICT Strategy and setting out the capital resources that will be required to support it. We will seek ratification of the strategy in mid-2011 and begin delivery immediately thereafter. Subject to ratification, it is likely that the ICT Strategy 2011 – 15 will include the following projects:

- Ongoing website refresh and enhancement;
- Financial software upgrades;
- HR upgrades;
- Resource/room booking system;
- Support and maintenance, licences and group membership;
- Security compliance;
 - Government Connect;
 - Public Sector Network (PSN); and
 - Payment Card Industry Data Security Standards (PCI DSS).
- Citizen self-service and back office integration;
- NHSN3 connection and information sharing with partner organisations;
- Windows 7 and Office 2010 deployment;
- Intranet replacement;
- Replacement email infrastructure;
- Members' ICT;
- Learning and development technologies;
- AutoCad 2012 upgrade;
- Video conferencing and BSL interpretation;
- Internet bandwidth upgrades;
- Refresh of selected hardware in Central Print;
- Swift upgrades (CYPS and NAS);
- Smartcards;
- Procurement and deployment of a redesigned network;
- Server virtualisation and underpinning architecture refresh;
- New Managed Print Service; and
- Mobile working platform.

Riverside ICT Fit-Out and Migration to New Data Centre

Planning is well advanced for the migration of hardware from our current data centre in Civic to the new room in Riverside House. At the same time we are working on the ICT fit-out of the new building and planning the migration and decommissioning activities which will see us move around 2,000 staff in the space of three months.

The new data centre will bring a huge improvement in our ICT resilience and will reduce the risk of system downtime significantly. In addition to the data centre migration the project will deliver a new LAN (Local Area Network) for Riverside and the relocation of thousands of computers and peripherals.

At the moment, all our backup hardware is located in the Central Library. This infrastructure will be moved to the Bailey House machine room to ensure geographical separation from Riverside House.

Finally, as part of this project we will decommission the ICT and LAN in some of the Council's largest buildings including Bailey House (partial decommission), Civic Building, Norfolk House, Central Library, Doncaster Gate, Reresby House, Enterprise House and Phoenix House.

Server Virtualisation

In preparation for the move to the new data centre the team is working with RBT to review all our servers with a view to virtualising as many as possible. This will make the move easier and will also lead to a large energy efficiency gain as we decommission older servers which tend not to be energy efficient. We have already virtualised over 40% of our servers and this number will increase in the months leading up to the move to the new data centre.

Network Migration

We will work with DRL and RBT to plan and implement the Council's new network. This is a significant piece of work which will take around 18 months to complete. The new network will deliver improved resilience and increased bandwidth. The first task is to connect Civic's data centre to the DRL 'cloud' which is a pre-requisite to bringing other sites online. Civic's connection is scheduled for July 2011.

Continued Vendor Hosting Adoption

The past 12 months has seen an increase in the number of our applications that are hosted by the application's vendor. This trend is set to continue in line with the refreshed ICT Strategy and we will be assisting Directorates in taking advantage of the benefits of external hosting in a safe and secure manner. Vendor hosting is not always possible or appropriate, but in many cases there are significant benefits to be realised, including:

- Reduced costs;
- Reduced risk;
- Increased resilience;
- Rapid scalability;
- Increased flexibility;
- More responsive support; and
- Increased sustainability.

A New Managed Print Service for RMBC

We need new devices to support new ways of working in Riverside House and elsewhere. In addition to acting as traditional printers/copiers the new devices will perform several other key functions including, but not limited to:

- Follow me print (collect prints using smartcards)
- Scan to Wisdom EDRMS (for ad-hoc scanning)
- Fax to email/email to fax
- Coin-operated printers for citizen use in the library/CSC
- Detailed billing and reporting

This new service will also lead to cost improvements.

Electronic Document Records Management System (EDRMS)

The EDRMS Programme has clear priorities during 2011-12. EDRMS will be embedded before staff move in to Riverside House, as EDRMS will offer RMBC a more robust way of accessing documents and records. A review of the need for an e-post room will be undertaken. Directorates will ensure that all current paper

records are considered under the “Scan, Scrap and Store” approach, which will reduce the estimated 30,000 boxes worth of paper records that are currently held by RMBC. During 2011/12 Directorates will also review all their electronic information that is held on network drives, disks and USB pens, with the aim of reducing RMBCs electronic storage requirements and ensuring that only relevant data is migrated into the new EDRMS.

Working in conjunction with the Information Governance Unit (IGU) and EDRMS Programme Board, clear policies will be created to ensure that all documents and records, both paper and electronic are kept, stored and destroyed in line with Directorates retention schedules and statutory obligations.

7.5 Procurement

This section sets out the key achievements within the Procurement workstream of the team. It also identifies key projects that will be progressed in 2011-12.

7.5.1 Key Achievements

Procurement Strategy Implementation

The Procurement Strategy runs from 2009 – 2012 with an action plan covering the life of the strategy. Key elements of the action plan that have been achieved during the year include:

- A Sustainable Procurement and Commissioning Code of Practice has been written and approved;
- Information provided to all procurement and commissioning officers on how to work with the voluntary and community sector;
- Good practice case study for equality and diversity provided on the website;
- Work undertaken on collaborative opportunities with Sandwell, South Tyneside, Lancashire and Doncaster; and
- Training provided to procurement and commissioning officers on;
 - Sustainable procurement;
 - Smarter procurement; and
 - Smarter negotiating.

In addition, a review of the Strategy Action Plan was undertaken to ensure that all outstanding actions remain relevant and achievable. Recommendations from the review were approved by Procurement Panel and accepted by Performance Scrutiny Overview Committee.

As at April 2011, of the 38 actions in the plan: 28 are status green and complete; 10 are status amber with work ongoing or due later in the life plan; no actions are rated as red.

Meet the Buyer Event

Following on from successful Meet the Buyer events in 2008 and 2009 the 2010 event was held in conjunction with the Borough’s first ever enterprise event. The Meet the Buyer element was organised by the team. The event was very successful with 486 delegates attending from businesses in Rotherham and the surrounding area.

Payment of Invoices within 30 days

Considerable effort across all Directorates was made during the year to drive up performance against this former best value performance indicator. Performance for the year 2010/11 achieved 94.89% an improvement on 2009-10 performance of 94.65%. The target for 2011/12 is to build on this year's performance.

Procurement Savings

The SCU continues to oversee the successful achievement of procurement savings for the Council through proactive monitoring of spend and preventative action on maverick spend to ensure that the Council continues to enjoy the high levels of procurement savings that have been achieved in recent years. At the end of 2010-11 total procurement savings generated were £3.77m.

Supporting the Local Economy

During the year two performance clinics were held to look at how the Council can use procurement activity to support the local economy. Reports were also submitted to Members, SLT and the Local Strategic Partnership (LSP). This area of work has received considerable interest, particularly given the difficult climate currently being experienced. As a result of work undertaken an LSP wide approach to supporting the local economy has been adopted with a working group established to take forward this work and an action plan developed.

This work is clearly having an impact with local spend in 2010/11 achieving 32.8%, a significant increase in performance on 2009/10, which achieved 25.41%.

Comparative information from other users of Spikes Cavell Observatory (the analysis tool the Council uses) shows average local spend of 27.83% for Local Authorities and 30.13% for Metropolitan Councils so Rotherham is performing well.

7.5.2 Priority Areas for 2011/12

Supporting the Local Economy

Feeding into the Community Strategy's priority "Supporting the growth of a sustainable and competitive local economy" the team has set up a working party with our partner agencies including procurement managers from the South Yorkshire Police, South Yorkshire Fire and Rescue, Dearne Valley College, Rotherham General Hospital and the Chamber of Commerce. The group have agreed upon an action plan to work together to improve the chances local businesses have of winning business with the public sector in this region. Meetings are held bi-monthly to progress the action plan through and reports are submitted to the LSP Chief Executives Group.

Contracts Review

A project has begun to compile an up-to-date overview of spend on goods, services and works in the Council. The objective is to provide a clear picture of how money was spent in the Council in 2010/11, providing information on which suppliers were used and the categories of spend. The method of each procurement will be examined in order to:

- identify opportunities for savings moving forward;
- map areas of spend to feed into a central contracts register; and
- identify opportunities for bringing more procurement in line with strategy to achieve the Council's wider aims of sustainability and supporting the local economy.

Commissioning Framework

Following the restructure of the Council and the centralisation of all commissioning work, the Council will be carrying out a review of the Commissioning Framework. The team will feed into this with links between strategic needs analysis, option appraisal and procurement will be strengthened.

SCMS (The Regional Online Procurement Portal)

The current contract between the Regional Improvement and Efficiency Partnership (RIEP) and Proactis is due to end in December 2011. The team will lead on liaising with the RIEP and steering the Council through the decisions that need to be made to ensure RMBC maintains a collaborative e-tendering functionality moving forward.

Localism

The Procurement Client is part of the steering committee for the Localism Bill. Whilst the Bill is still going through the stages of legislation the group is raising awareness of its contents throughout the Council and highlighting any potential issues. For procurement, this relates to the proposals around the right to challenge for the provision of services.

Meet the Buyer 2011/12

The team will organise another Meet the Buyer event in 2011/12, building on the successes of the previous three events.

8. Finance

During 2010/11 the Strategic Commissioning Unit (Client Team) has continued to improve value for money achieved from the partnership with RBT. The team have continued to robustly challenge costs related to the RBT contract, sought innovative ways to do more for less and negotiated savings on change requests. This has resulted in **savings** for the year 2010-11 of **£816,486** with annual savings of **£134,963** to the end of the contract in 2015. Savings from previous years continue to achieve **£687,271** again to the end of the contract.

9. Risks and Uncertainties

The team works with RBT to proactively identify and manage risks to prevent negative impacts on performance that may affect our corporate performance scores or service delivery. During 2010/11 the approach to risk management has been reviewed and strengthened.

10. Policy and Performance Agenda Implications

The partnership is responsible for key areas of service delivery and therefore has a significant role in the delivery of key national and local performance indicators. The partnership also supports Council directorates in their service delivery. The team continues to work on strengthening RBT performance monitoring to ensure that service delivery is at a high standard and provides value for money.

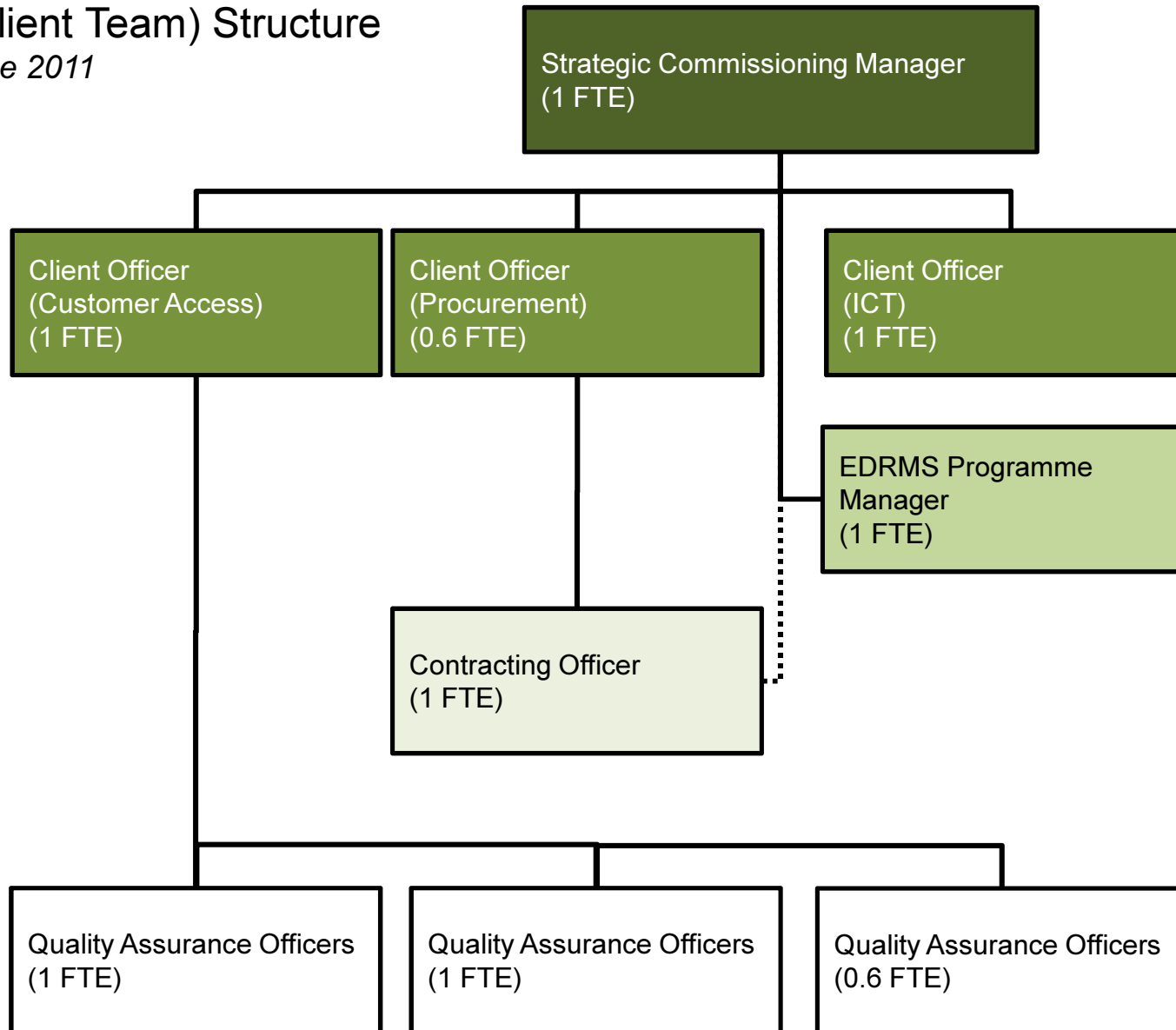
11. Background Papers and Consultation

- RBT performance reports 2010/11; and
- Team Service Plan 2010/11.

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Strategic Commissioning
Unit (Client Team) Structure
as at June 2011



WEBSITE STRATEGY GROUP
Tuesday, 12th April, 2011

Present:- Councillor Wyatt (in the Chair); Councillors Jon Ashton, Elenore Fisher, Tracy Holmes and Rachel O'Neil.

123. MINUTES OF MEETING HELD ON 26TH JANUARY, 2011

Agreed:- That the minutes of the meeting held on 26th January 2011, be agreed as a true record.

It was noted that the performance report was to be submitted to the 26th April, 2011 Cabinet meeting.

Further to the Scrutiny Review undertaken by the Democratic Renewal Scrutiny Panel, all Members' IT equipment had been upgraded to enable wireless connection in the Town Hall and other Council buildings. Some training had been provided with more available on request.

124. SOCITM FEEDBACK

Jon Ashton reported the results of the recent SOCITM review. When looking at the results it should be borne in mind that it was conducted by a team of 20 people of varying disabilities who looked at every website in the country in a particular window of time. They knew where to look on the website for information and had highlighted a number of important things for consideration.

The areas for improvement were:-

- News Value - there were plans to improve the News page in the near future although this would only improve looks rather than content
- Use of Location - The ROAM GIS mapping facility was old and difficult to use. Discussions had already started to update this system by the end of 2011. Also it was planned to introduce a 'my page' feature for website registered users using the post code provided by the customer to pull information through to a personalised page
- Accessibility - All the content was W3C AA compliant with most being W3C AAA compliant. Without a clear understanding of where SOCITM failed this area it was very difficult to address any accessibility issues
- Resilience - The site was now more resilient than it had ever been with a very quick response time and very little site down time during the last 15 months

SOCITM had also tested 6 topics of which 5 passed and 1 was commended (Library Services). Rotherham had scored "weak" in 2 topic areas - Business and Highways.

Discussion ensued on the content of the website and the comment by SOCITM

that some of the information was out of date. Staffing structures within the Council had changed significantly and there were very few of the original Directorate Editors remaining. It was also felt that Twitter and social media should be promoted more.

Agreed:- That the report be noted.

125. 'MY HOMEPAGE'

Jon Ashton demonstrated what 'my homepage' could look like once registered with the website.

Your homepage could contain information on your local school, bin collection days, GP surgeries, local Councillor etc. The proposal was to promote individual usage based on your postcode and the services available in that location.

It was queried whether any consultation being carried out in that area could be linked to the homepage? If it could be developed to link into the back office of EDS and very quickly update on a day-to-day basis it would be a big draw for customers to register.

Discussion ensued on ways of getting members of the public to register and whether it could be by way of a certain form they filled in on-line.

It was also proposed to change the name of the "Interact" tab to "Did you know" where Services could promote themselves and any campaigns they were running.

Agreed:- That the report be noted.

126. WEBSITE ANNUAL DEVELOPMENT PLAN

Discussions had only just started with Tracy Holmes on the Plan and was still in draft form.

This was more around website development.

Agreed:- That the report be noted.

127. WEBSITE STRUCTURE

Jon Ashton reported that attendance at the Group had dwindled over recent months in part due to the restructures that had been taking place across the Council.

He proposed that membership of the Group and its terms of reference be revisited and the possibility of it amalgamating with the Customer Access Group.

Agreed:- That consideration be given to the membership and amalgamation of the 2 Groups.

128. ANY OTHER BUSINESS

Jon Ashton reported that there had been an issue with some information that had been placed on the website by Elections. This was due to the search engine taking up to 96 hours to index. They had been advised to notify to Jon in future.

129. DATE OF NEXT MEETING

Agreed:- That a further meeting be arranged in due course in the Town Hall.

CUSTOMER ACCESS GROUP
Monday, 18th April, 2011

Present:- Councillor Wyatt (in the Chair); Emma Hill, Nicole Mighali, Rachel O'Neil, Robert Parker and Kevin Rimes.

Apologies for absence were received from Richard Garrad, Mark Leese, Andrea Pearson and Jasmine Speight.

83. MINUTES OF MEETING HELD ON 21ST FEBRUARY, 2011

Agreed:- That the minutes of the meeting held on 21st February, 2011, be agreed as a true record.

84. CHANGES TO THE CUSTOMER SERVICE EXCELLENCE SCHEME

Rachel O'Neil reported that on the changes to the above scheme.

The 4 certificated bodies linked to CSE had now acquired joint ownerships of the Standard so it would no longer be a Government run scheme as of 15th April, 2011. However, as far as the Authority was concerned, there were no changes at all apart from when reassessed the logo would have to be changed.

Jasmine Speight would be the corporate lead for CSE and had been requested to regularly update this Group.

Further to Minute No. 77 of the previous meeting, SLT had agreed to go pursue the option of partial reassessment for the next 2 years with a full assessment in the 3rd year. Jasmine was to get the latest position from ENQC and then submit a report to SLT and Cabinet.

85. CUSTOMER SERVICE CONSOLIDATION

Rachel O'Neil stated that a report was to go to the Leader's meeting on 26th April on the above. She briefly reported on some of the findings of the review including Service Centres, reception points, secondary access points, telephony and 2010 Rotherham.

There had also been a number of transformational activities identified including Blue Badge renewal, School Admission, Housing Repairs and Licensing.

Phase 2 of the consolidation concentrated on Housing activities such as the Property Shop, 2010, the Homeless Service, Facilities Services and events and Box Office bookings.

School Admissions had been excluded from the review on cost effectiveness grounds.

86. CUSTOMER ACCESS STRATEGY REFRESH

Rachel thanked everyone who had passed feedback onto her. There was now a draft Customer Access Strategy that would be circulated for final comment. It

would then be submitted to SLT and formal consultation with customers.

87. RIVERSIDE HOUSE

Work on site was progressing well. The Customer Service part of the building was now firmed up.

Agreed:- That the next meeting be held at Riverside House with a tour of the building prior to the start of the meeting.

88. DATE OF NEXT MEETING

Agreed:- That a further meeting be held on Monday, 13th June, 2011 at 1.30 p.m. at Riverside House.

COMPLAINTS FORUM
Monday, 18th April, 2011

Present:- Councillor Wyatt (in the Chair); Emma Hill, Rachel O'Neil, Stuart Purcell and Andy Williams.

Apologies for absence were received from Zoe Burke, Griffiths, Leese, Pearson and Andrea.

13. MINUTES OF MEETING HELD ON 21ST FEBRUARY, 2011

Agreed:- that the minutes of the meeting held on 21st February, 2011, be agreed as a true record.

14. INTEGRATION OF 2010 ROTHERHAM LTD.

Discussion ensued on the complaints procedures that would be in place once 2010 had come back into the Council. The following points were raised/clarified:-

- 2010 would use the same complaints procedure as the Council
- Currently 2010's procedure was slightly different from that of the Council in that they dealt with Stage 2's within 20 days. They tried to avoid going to Stage 3 by the lead Director looking at the complaint and asking why it had not been resolved at Stages 1 and 2
- 2010 already reported on a quarterly basis to its Board
- The good practice adopted by 2010 by their approach to Stage 2s could be written into the Council's procedures
- 2010's Contact Centre dealt with all their front line complaints. They had dealt with over 500 complaints last year and had proved to be an important part of the process
- Currently 2010 allowed contractors to investigate complaints against them at Stage 1 as part of the first stage. Council, when dealing with contractors, let them investigate any complaints through their own complaints procedures
- Complaints with regard to repairs were monitored on a weekly and monthly basis. This year there will have been 500+ at Stage 1; a lot of which were over the Christmas period from which lessons had been learnt

Agreed:- [1] That 2010 report to the next meeting on the number of complaints they had received from April, 2010 to April, 2011.

[2] That the year end report prepared for the 2010 Board be also submitted to the next meeting.

15. PERFORMANCE MANAGEMENT

Stuart Purcell reported that this would appear as a standing item on future agendas in order to share any deterioration in performance, the reasons why and proposed action.

Zoe Burke had asked that the meeting be made aware of the improvement that had been made within CYPS and were now running at 100%. The new Director of Safeguarding and Corporate Parenting had taken a key role in improving complaint performance and met with Zoe on a monthly basis. He was keen to monitor progress and ensure timescales were met.

Agreed:- That performance management be included on future agendas as a standing item.

16. WEB FORM ENQUIRIES

It had been previously agreed that Complaints Officers log web form enquiries on Siebel as an "enquiry".

In many cases a customer used method of contacting the Council to ask a question, make a request or simply comment that they could not find what they were looking for on the web. Jon Ashton, Online Services Manager, had used to send the enquiries to Directorate leads but it had now been agreed that they be inputted to Siebel. It would be up to the Complaints Officer to look at each 1 and establish if they were complaints, comments etc.

Agreed:- That further work take place on this with respect of costs and the benefits of updating Siebel so they can be logged as separate enquiry types.

17. COMPLAINT DATABASE REPORTING REQUIREMENTS

Discussion ensued on Siebel and the suitability of the business objects contained within. Stuart Purcell thought that there was still a lack of consistency around the functionality of reporting.

An exercise had been carried out some time ago on what business objects Directorates needed/required and a Change Request prepared. However, it had been stopped when it was realised that there was a facility to make the changes within it. At that time Directorates were not in favour of standardising their reports.

It was thought that the Complaints Officers needed to meet to discuss this but that it should be put on hold until after July.

18. IMPROVEMENTS TO COMPLAINT WEB PAGE

Stuart Purcell reported that, in consultation with Jon Ashton, a slight change had been made to the web page advising customers that if it was not a complaint or a suggestion there was a link to the Directory of Web Forms.

Rachel O'Neill suggested that the Website Usability Group be requested to test this.

19. RE-FRESH OF GUIDANCE FOR INVESTIGATING MANAGERS

Stuart Purcell reported that the Guidance for Investigating Managers was currently undergoing the process of refresh.

Agreed:- That the refreshed Guidance be submitted to this Group when ready.

20. DATE OF NEXT MEETING

Agreed:- That a further meeting be held on 20th June, 2011, at 1.30 p.m. in the Town Hall.