

Report to 2010 Rotherham Ltd

MEETING:	Board
DATE:	4 August 2010
TITLE OF REPORT:	Improvement Plan 2009/2011: progress to 30 June 2010 (Q5 or Q1 of 2010/11)
ACTION REQUIRED:	Decision
FINAL DECISION TAKING BODY:	Board
CLASSIFICATION:	Public
RECOMMENDATION(S):	<p>The Board is recommended to:</p> <ol style="list-style-type: none"> i. Accept the report for information; ii. Note the progress made against the recommendations from previous Audit Commission inspections and Customer Service Excellence partial compliances during Continual Compliance Review; and iii. Note that arrangements are in hand to improve those actions that have been reported as being either behind schedule or off target and the associated remedial action being undertaken to correct the position.
REPORT AUTHOR AND CONTACT DETAILS:	<p>Name: Tim Whitworth Job Title: Performance and Service Improvement Manager Tel: 822208 Email address: tim.whitworth@2010rotherham.org</p>
EXECUTIVE SUMMARY:	<p>This report presents to the Board information regarding the progress to the end of June 2010 with the Improvement Plan as previously agreed with RMBC.</p> <p>Of the 62 actions within the Improvement Plan, 43 (33) were targeted for completion by the end of Q5.</p> <p>In summary the position at the end of Q5 was:</p> <p>43 (33) actions being completed on or ahead of time; 18 (15) actions progressing in line with timescales;</p>

1 (4) actions progressing with some concern for timescale; and
 0 (0) actions confirmed as being behind schedule.

N.B. The values on brackets indicate situation at the end of the previous quarter on 31 March 2009.

Progress has also been made in addressing the five outstanding recommendations from previous Audit Commission inspections. Of those, four have been completed during the quarter and the remaining one action is being progressed within the agreed revised time frame.

The 6 partial compliances noted during the award of the Customer Service Excellence (CSE) status in 2009 have been revisited during the recent Continuous Compliance Review (CCR). The assessor praised the work continuing to be undertaken by the company and reduced the partial compliances to three. However, the assessor did notice deterioration on one other standard since the 2009 assessment and added a fourth partial compliance. The company has retained the CSE award and will be subjected to a further CCR in June 2011.

IMPLICATIONS:

CONSULTATION:

No consultation has been undertaken in preparing this report. However some of the actions within the plan require 2010 to undertake discussion with our customers in relation to the continuous improvement of delivered services. The recent CSE review involved the assessor meeting with a cross section of stakeholders and customer groups to gauge their opinion of the quality of services provided.

ENVIRONMENTAL:

There are no environmental implications arising directly from this report.

EQUALITIES/DIVERSITY:

There are no equality or diversity implications arising directly from this report.

FINANCE AND VFM:

The actions within the improvement plan do not directly incur additional cost. Finance and VFM actions are specifically identified within themes 5 and 6 of the plan.

HEALTH & SAFETY:

There are no Health & Safety implications arising directly from this report.

LEGAL:

The Memorandum & Articles of Association govern the conduct of the company. The Management Agreement with RMBC sets out our responsibilities regarding monitoring and reporting of performance.

PERSONNEL:

There are no personnel implications arising directly from this report.

RISK:

There are risks to the future of the organisation and the associated extension of time provided by RMBC for the Management Agreement, currently until June 2011. Any future Management Agreement is dependent upon the successful and timely execution of the various actions within the improvement plan.

Introduction

The Improvement plan was agreed with RMBC in October 2009. It comprises six themes and they are:

- Theme 1: Address tenants' and leaseholders' priorities for improvement
- Theme 2: Achieve the standards expected of top-performing organisations
- Theme 3: Make a unique contribution to Rotherham's priorities, particularly the Safe and Proud themes
- Theme 4: Ensure all services are well-governed and well-managed
- Theme 5: Ensure strong financial management processes are in place
- Theme 6: Deliver value for money, making excellent use of resources.

Within the six themes are 62 individual actions each with a target outcome, a key date for completion and the criteria to determine successful execution. Every action has a lead Director responsible to ensure that the action is carried out and to provide quarterly progress reports.

Progress is reported to the Performance and Service Improvement (P&SI) team by directorates and a status indicator code is assigned reflecting the progress made with each action during the quarter.

The status indicators are colour coded thus:

- **Red:** The key date has passed or the outcome is known not to be achievable by key date.
- **Amber:** The key date has not yet passed but timely completion is threatened.
- **Green:** The key date has not yet passed but timely completion is expected.
- **Clear:** (to be shown as a blue 'C' if represented by a letter). The outcome has been achieved/the task is complete.

Evidence sampling takes place by the Performance & Service Improvement team upon receipt of each Directorate progress report. Further challenge exists via supplementary evidence checks made by the RMBC Landlord Relations Manager.

The progress report comprises three sections; these are grouped to those actions:

1. which are known to be **behind schedule/off target** against key dates;
2. those actions where there have been **notable achievements** recorded; and
3. a view of **forthcoming actions** scheduled to be completed within the next quarter of the financial year.

Progress to 30 June (Q5)

Further progress has been made with the improvement plan during Q5 with:

- 43* (33*) actions being completed on or ahead of time;
- 18 (15) actions progressing in line with timescales;
- 1 (4) actions progressing with some concern for timescale; and
- 0 (0) actions confirmed as being behind schedule.

N.B. The values on brackets indicate situation at the end of the previous quarter at 31st March 2010.

** figures include one action completed by 31st March but not achieved, i.e. % of performance indicators showing improvement upon the previous year (65% against a target of 70% i.e. one indicator short).*

The detailed progress report which includes any remedial actions in place for actions at RED status, notable achievements within the quarter and forthcoming actions within the following quarter is attached at Appendix A.

Outstanding recommendations from previous Audit Commission inspection reports

At the start of the quarter there were 5 recommendations outstanding from the previous Audit Commission inspection. Of those, four have been completed during the quarter and the remaining one action is being progressed within the agreed and revised time frame.

Performance against the recommendations has been reported to RMBC (NAS) each month and the Council's chief executive's department monitors progress periodically. A summary of progress against the actions is attached at Appendix B.

Customer Service Excellence (CSE) award 2009 - partial compliances

Board members will recall that last Spring 2010 Rotherham Ltd was awarded the Customer Service Excellence status. The award was the enhanced replacement for the old *Chartermark* and relates to the quality of customer service provided by public bodies.

When the CSE award was made in April 2009, the organisation was informed of six partial compliances against the standard. In June 2010 the organisation underwent a continuous compliance review during which three of the partial compliances were assessed and confirmed as now being fully compliant. The remaining partial compliance focussed upon our limited communication of information to customers. As a result of the assessor observing customer interactions at the Swinton call centre a new partial compliance was added.

The full assessment report has been received and the findings have been communicated to key managers for rectification.

Summary

This is the third assessment of quarterly progress against the improvement plan and again, delivery against the actions can be considered to be good with the exception of those actions highlighted.

There are a number of actions targeted for completion during the next assessment period (Q6 or Q2 of 2010/11) and these are currently being monitored.

The organisation continues to make progress against the recommendations of the previous Audit Commission inspection report and the partial compliances associated with the CSE award.

Proposals & Rationale

The improvement plan will continue to be updated by Directorates and quarterly progress reports will be presented to Board and RMBC. Evidence to support individual action status will be examined by the P&SI team with random examinations of supporting evidence carried out by the RMBC landlord relations manager to confirm the validity of the status of individual actions.

Recommendations

The Board is recommended to:

- i. Accept the report for information;
- ii. Note the progress made against the recommendations from the previous Audit Commission inspection and CSE partial compliances during Continual Compliance Review; and
- iii. Note that arrangements are in hand to improve those actions reported as being either behind schedule or off target and the associated remedial action being undertaken to correct the position.

Appendices/supporting information

- i. Appendix A - The progress report to 30 June 2010 (attached)
- ii. Appendix B – Outstanding recommendations from the previous Audit Commission inspection reported to RMBC (attached)
- iii. The Improvement Plan as agreed with RMBC in October 2009 (previously issued)

Supporting information and evidence is held by the Performance and Service Improvement Team.

2010 Rotherham Ltd Improvement Plan: 2009/11 – Quarter 5 progress report

Background

The Improvement Plan contains 6 main outcomes and these are to be achieved through 62 individual actions. Each action has a lead Directorate. The plan has been updated to report progress by exception to the end of December 2009 (Quarter 3).

The status indicators are colour coded thus:

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- **Amber:** The key date has not yet passed but timely completion is threatened
- **Green:** The key date has not yet passed but timely completion is expected
- **Clear:** (to be shown as a blue 'C' if represented by a letter) The outcome has been achieved/the task is complete.

This appendix provides an update on those actions:

- which are known to be ***behind schedule/off target*** against key dates;
- those actions where there have been ***notable achievements*** recorded;
- and a view of ***forthcoming actions*** scheduled to be completed within the forth quarter of the financial year.

Section One - Exceptions report and remedial action within Quarter 5:

There are **no** actions currently identified as being ***behind schedule/off target*** against key dates.

Section Two – Notable achievements within Quarter 5

Within the quarter there have been many notable achievements recorded and there are several actions confirmed as completed. These include:

- Senior management competency based training was delivered
- The corporate website was redesigned and incorporates all relevant information for customers. Two independent sources of feedback have remarked about the ease of use the revised layout now provides, particularly with regard to navigation.
- All managers have received value for Money training from the Finance Directorate staff.
- The company accounts have been audited by the external auditors and two of the three outstanding recommendations from previous auditors have been deemed completed; only one minor recommendation was made with regard to the 2009/10 accounts.
- The Value for Money working group has met and is now examining a range of instances where VFM may be recorded and publicised.
- Mark Rason of the IHSP was a Finalist in the Association of Public Service Excellence (APSE) Apprentice of the Year awards held in Manchester.

Section Three - Forthcoming actions in Quarter 6 (Q2 of 2010/11)

Within the next quarter there are two actions due to be completed. These are:

- Undertake Value for Money priority service reviews
- Undertake the annual review of governance (included within Internal Audit Plan)

Outstanding recommendations from the previous Audit Commission inspection reported to RMBC

...Focusing on developing a value for money culture among staff and board members, integrating the strategy into 2010's overall approach to service delivery

COMPLETED

This has been implemented, as evidenced through:

- Implementation of VFM strategy
- Demonstrable savings over past 12 months
- Efficiency targets built in to the ALMO's Business Plan
- All tier 3 and 4 managers have received training on VFM
- A VFM working group has been established to lead reviews of all service areas to ensure continuous improvement

...Ensuring efficiency targets are integrated into service plans and individual targets set

COMPLETED

Efficiencies have been incorporated in the business plan for delivery in 2010/11 agreed by the board 12th May, 2010.

...Reducing the high levels of emergency and urgent repairs

REVISED ACTION DATE: OCTOBER 2010

As part of the market testing of repairs and maintenance works, bidders have been incentivised, through the mechanism of a 'price per property' to be proactive in dealing with repairs issues. This should assist in the drive to shift the balance in planned /emergency ratio. This action will be signed off once the new contracts go live in October 2010.

...Assessment of the impact of new strategies, approaches, procedures and initiatives on customer outcomes

COMPLETED

All new strategies and initiatives are now evaluated with respect to customer outcomes. There is a programme of equality impact assessments in place. All service standards have been reviewed from the customers' perspectives as part of implementation of the new TSA standards framework.

...Ensuring that the Board receives regular progress reports on delivery of the housing elements of the Annual Efficiency Statement targets

COMPLETED

A report will be presented to the Board on 12th May and annually thereafter. Updates will be provided at quarterly intervals to the Finance and Audit & Governance Committees.