

## ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

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| 1. | Meeting:     | Cabinet Member for Resources & Commissioning |
| 2. | Date:        | 8 <sup>th</sup> November 2010                |
| 3. | Title:       | RBT Performance Report for September 2010    |
| 4. | Directorate: | Financial Services                           |

### 5. Summary

This report summarises RBT's performance against contractual measures and key service delivery issues for September 2010 across the areas of:

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

### 6. Recommendations

The Cabinet Member for Resources and Commissioning is asked to:

- **Note RBT's performance against contractual measures and key service delivery issues for September 2010.**

## **7. Proposals and Details**

Full details of performance against operational measures for September 2010 for all workstreams are attached at Appendix A. It should be noted that the majority of operational measures for the Revenues and Benefits workstream are annual and information provided is for monitoring purposes only.

Following a review of the Performance Management Framework implementation of changes to the suite of Operational Measures has commenced.

### **7.1 Customer Access**

#### **7.1.1 *Overall Performance***

All Customer Access operational measures were achieved according to their contractual targets during September 2010.

#### **7.1.2 *Externalisation of Repairs and Maintenance***

Work is underway to ensure that the Contact Centre is able to successfully manage the transfer of housing repairs and maintenance to externalised contractors from the 1<sup>st</sup> November 2010. In addition to script changes and training, the contractors will provide RBT with staff members to support contact centre staff in the early weeks of the change.

#### **7.1.3 *Avoidable Contact Siebel Enhancement***

The Siebel CRM system has been successfully updated to track avoidable contact for all customer contact which is logged via the Siebel system. This will provide the Council with a robust measure for the levels of avoidable contact being created within customer services and will reduce the need for manual sampling of cases.

#### **7.1.4 *Macmillan***

A number of successful fund raising events have taken place for the Macmillan Welfare Rights service, resulting in over £1,250 of donations being achieved.

#### **7.1.5 *Welfare Rights & Money Advice***

Following the retirement of some staff within this service, and following a review of the service levels being achieved, RBT are taking the opportunity of restructuring the service. The restructure together with the introduction of electronic workflow processes will provide greater support for both staff and customers and will provide the service with clear management information. Whilst permanent recruitment is underway to fill the vacancies created by retirement, the Service has approval to utilise an Agency worker who is expected to start work at the beginning of November.

### 7.1.6 *Customer Service Consolidation*

Work continues with Strategic Directors and their management teams to identify the benefits which can be achieved from the Customer Service Consolidation programme. A progress update report will be provided in December 2010.

### 7.1.7 *Complaints*

Three complaints were received in September. Of these, one complaint was inconclusive; one complaint has been carried over to October; and one complaint was upheld and processes changed to ensure that the complaint will not reoccur.

### 7.1.8 *Email and Mobile Telephone Number Capture*

Customer email and mobile telephone numbers are in the process of being captured by RBT Customer Services. The Revenues and Benefits Service will capture this information from October and the Customer Services and Contact Centre will capture the information from November. Customer satisfaction surveys are being trialled in November for both the Streetpride and Revenues and Benefits Services.

## 7.2 Human Resources and Payroll (HR+P)

### 7.2.1 *Overall Performance*

All targets for operational measures were achieved during September 2010.

### 7.2.2 *Current Projects*

Following the move by Brinsworth and Wales Comprehensive Schools to Academy status from 1 October 2010 the set up of new "companies" on the payroll system and transfer of employees has taken place.

In preparation for Version 11 YourSelf release due in November improved documentation has been created in line with the ISO9001 quality standard to improve the release management as recommended by a Quality Audit. The team has created a new test development process which improves the quality of testing giving all stages of development greater visibility. There is an ISO9001 Quality Audit scheduled for November where the service transition and delivery processes lifecycle will be subject to scrutiny. This should have further positive impact on HR systems and services as it will ensure that any new or changed services are implemented with the correct governance and control procedures.

The DSP form has now been replaced by the HR job based wizard other than where full re-structures are involved. Work is underway to replace the DSP form available on the intranet with a form tailored to restructures.

Further approved applications for Voluntary Early Retirement/Voluntary Severance (VER/VS) continue to be progressed. Employees leaving on these grounds receive their payments in their final salary. If this is not possible the HR service will produce a manual cheque as soon as practicable after an employee has left service. A further window of opportunity to apply for VER/VS was provided for those employees who are deemed at risk in areas where management reviews are taking place.

A final TUPE list has been provided by 2010 Ltd for the transfer of some 350 employees to two new contractors. A leaving date of 31 October will be actioned with final P45 information processed for the new employers as soon as the payroll has closed. Further work is underway to provide documentation extracted from the employee's personal files for the new employers.

The e-payslip became mandatory from October 2010 for all employees who can access the intranet. The policy is restricted to Directorate employees but some schools have also opted to accept e-payslips and requested employees to pick up the option via YourSelf. To aid employees' understanding the payslip format has been revised to give the same look and feel of the paper payslip format.

Discussions are taking place with Yorkshire and Humberside Councils to establish a regional recruitment portal. Abacus, the Council's partner on our Recruitment Management System, is the supplier of one of the three systems being considered.

### *7.2.3 Future Projects*

The Government announced its intention to abolish the default retirement age with effect from 1 October 2011. This means that no new notices for compulsory retirement using the default retirement age procedure will be permitted from 6 April 2011. Current procedures and advice and guidance surrounding retirement will be amended to conform to legislative requirements.

## *7.3 ICT*

### *7.3.1 Overall Performance*

All targets for the ICT Service were shown as achieved in September 2010.

### *7.3.2 RMBC ICT Strategy 2011-20116*

Our existing ICT Strategy runs until March 2011 and work is already underway to produce the next ICT Strategy which will cover the period 2011 to 2016. This 5 year period has been chosen as it is co-terminus with the Corporate Plan and it takes us 1 year beyond the RBT contract so we will be able to ensure we plan a smooth transition to post-RBT ICT provision. In creating the strategy there has been extensive consultation with a variety of groups and the first draft of the strategy will be circulated for further consultation shortly. It is hoped that the new strategy will be adopted from March 2011 after it has been approved in the normal way.

### *7.3.3 RGFL*

The Rotherham Grid for Learning (RGFL) is a service provided by RBT for most of Rotherham's schools. A new 3 year contract was renegotiated in 2010 which uses some new technologies. Since the start of the September term schools have experienced serious difficulties with their internet and email products. The problems have now largely been resolved and all pupils and staff are using the old RGFL email platform as a stop-gap until the new version is ready to be re-launched. CYPS have been fielding significant numbers of complaints from schools and have written to RBT seeking a substantial refund. Negotiations are ongoing.

#### 7.3.4 *Town Hall*

During September the refurbished Town Hall opened on schedule and has benefited from new ICT throughout. The building has a wireless network and connectivity for laptops at Member stations in the Council Chamber which will help Members transition to a greater use of electronic agendas and minutes.

#### 7.3.5 *Procurement of a New Network for RMBC*

RMBC's current data network is made up of over 200 individual lines all of which terminate in the Civic Building or Central Library. In preparation for the move to our new Data Centre in Riverside House we invited six suppliers to bid for the provision of a new network. We are currently in the final stages of the procurement process and a further update will be provided once this has been concluded. The migration to the new network is planned to commence this year and due to be complete by autumn 2011.

#### 7.3.6 *Complaints*

No complaints were received in September.

### 7.4 Procurement

#### 7.4.1 *Overall Performance*

All targets for the Procurement workstream were achieved in September 2010.

Following review of the Performance Management Framework, measure PO6 (% of catalogue orders) has now been removed from the suite of Operational Measures.

#### 7.4.2 *BVPI8*

Performance for September 2010 for payment of undisputed invoices within 30 days was 94.47%. The current year to date position is 95.57%, is an improvement on the same point during 2009-10 when performance achieved a year to date figure of 94.09%.

#### 7.4.3 *Addressable Spend & Savings Tracking*

Addressable spend and savings figures for are as follows:

| <b>Savings in month of August</b> | <b>Savings year to date</b> | <b>Estimated Savings to year end</b> | <b>Addressable Spend in September</b> | <b>Addressable Spend Year to Date</b> |
|-----------------------------------|-----------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
| £251k                             | £1.976m                     | £3.241m                              | £3.005m                               | £15.009m                              |

#### 7.4.4 *Transaction Volumes*

Transaction volumes continue to be high with work by RBT Procurement and the Transformation and Partnerships (TSP) Team ongoing to address issues.

#### 7.4.5 2010 Ltd

Following the outsourcing of 2010 Ltd's repairs and maintenance service, work between 2010 Ltd and RBT Procurement is being undertaken to finalise orders through the ROCC system by the end of October 2010 followed by payment of subsequent invoices.

### 7.5 Revenues and Benefits

#### 7.5.1 Council Tax

As at the end of September 2010 the Council Tax Collection rate stood at 55.84%, which is 0.1% behind the same point in 2009-10. The target 2010-11 continues to be that 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 97.0% regardless of quartile position.

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

| <b>Council Tax Collection – Recovery Procedures</b> |                          |                          |
|---|--------------------------|--------------------------|
| <b>Documents Issued</b>                             | <b>At September 2010</b> | <b>At September 2009</b> |
| Reminders   | 28,608                   | 27,674                   |
| Summons   | 9,289                    | 8,450                    |
| Liability Orders                                    | 6,131                    | 7,145                    |

The total number of Council Tax Liability Orders that had been referred to the bailiff in the financial year up to the end of September 2010 is 2,290 of which 1 was classed as a vulnerable case.

The average number of days taken to action a Council Tax Change of Circumstance was 11.46 days at the end of September 2010. This is better than the performance level which the service aims to achieve of 14 days.

#### 7.5.2 NNDR

NNDR collection performance stood at 61.06% at the end of September 2010, which is 0.1% behind the same point in 2009-10. 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: -

| <b>NNDR Collection – Recovery Procedures</b> |                          |                          |
|--|--------------------------|--------------------------|
| <b>Documents Issued</b>                      | <b>At September 2010</b> | <b>At September 2009</b> |
| Reminders                                    | 4,056                    | 3,033                    |
| Summons                                      | 885                      | 887                      |
| 489  | 538                      | 592                      |

The total number of Business Rates Liability Orders that had been referred to the bailiff in the financial year to the end of September 2010 was 257.

With reference to the NNDR Deferral Scheme, the numbers have decreased substantially due to changes in small business rate relief effective from 1<sup>st</sup> October 2010 which resulted in many businesses being allowed further relief and having no further amount to pay this year. All businesses that went into credit as a result of these changes have been issued a refund.

### 7.5.3 *Other Service Measures*

Performance against the remaining Operational Measures continues to be satisfactory. The benefits caseload has increased to 30,292 which is the highest level to date, however work is ongoing to ensure that all Measures continue to be met.

### 7.5.4 *Complaints*

Three complaints were closed during September 2010. Of these two were closed not upheld; one was closed upheld. In respect of the latter, the relevant member of staff has received additional coaching to prevent recurrence and lessons learned have been shared with the wider team.

## 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. No service credits were applied in September.

## 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 September 2010.

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