

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Performance & Scrutiny Overview Committee
2.	Date:	25th February 2011
3.	Title:	RBT Performance Report for October, November & December 2010
4.	Directorate:	Commissioning, Policy & Performance

5. Summary

This report summarises RBT's performance against contractual measures and key service delivery issues for quarter 3 of the current financial year, October, November and December 2010 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 November - December 2010 for all workstreams is 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.

7.1 Customer Access

7.1.1 *Overall Performance*

All Customer Access operational measures were achieved according to their contractual targets during December 2010 with the exception of the telephony element of measure CAO5, Contact not Abandoned, which achieved only 59.13% against a target of 90%. Failure to achieve target was a direct result of the severe weather conditions and issues with 2010 repairs giving rise to unprecedented call volumes; a comparison of call volumes for December 2010 and December 2009 for the two most significant areas – Repairs and Streetpride – is shown below:

	December 2010 (number of calls)	December 2009 (number of calls)	Increase in Call Volumes (%)
Repairs	36,847	10,078	265.6
Streetpride	21,952	6,749	225.2

Total calls for December 2010 were 99,420 against a figure of 59,962 for the same period in 2009, a 65.8% increase in normal call volumes.

7.1.2 *Externalisation of Repairs and Severe Weather Impacts*

The contact centre began experiencing increasing call volumes following the externalisation of the repairs service, with a 31% increase in calls received in November, before the onset of the severe weather. Service levels were maintained in November, despite the increase in calls.

Willmott Dixon struggled to cope with the vast number of repairs orders being placed; RBT continue to work with Rotherham 2010 and the contractors to strengthen processes and improve the customer experience. One such improvement would be to have work planners present in the contact centre to help route work through and deal with any issues; experience with Morrisons demonstrates that this works well. However, Willmott Dixon have informed RBT that they do not have the resource to provide a physical presence and in order to try to address this they have implemented a workaround providing mobile numbers for agents to contact the work planners by telephone.

The severe weather experienced in December resulted in a further significant increase in call volumes and a deterioration of service levels within the contact centre, as demonstrated with measure CAO5. To address the increase in call volumes during the severe weather a number of interim measures were implemented to ensure service delivery could be maintained:

- Staff across the customer services network were deployed to answer contact centre calls and worked additional hours;
- The contact centre extended its operating hours to 7.00 a.m. to 10.00 p.m. over the Christmas close down period;
- The service trained additional staff across RBT and the Council in repairs processes in order to increase the number of call handlers during the shutdown period;
- A decision was agreed by all stakeholders to only place emergency calls for a temporary period.

It is anticipated that the Repairs service will continue to receive high call volumes during January due to an expected surge in customers calling in relation to non-emergency repairs.

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 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 *Registration Service*

Changes to internal procedures have resulted in a significant increase in performance for the Registration Service, with all good practice guide KPIs now on track to meet year end targets.

7.1.5 *Complaints*

Four complaints were closed during October. One complaint was upheld; one complaint was partially upheld and two complaints were not upheld.

Two complaints were closed in November. One complaint relating to the Registration Service voicemail message was upheld; and one complaint was not upheld.

Two complaints were closed in December 2010. One complaint relating to Streetpride was partially upheld; and one complaint relating to Welfare Rights & Money Advice was upheld.

Appropriate coaching and awareness raising has been undertaken and lessons learned shared with wider teams to prevent recurrence of issues.

7.2 Human Resources and Payroll (HRP)

7.2.1 *Overall Performance*

All targets for operational measures were achieved during October, November and December 2010.

7.2.2 *Server Refresh*

Following intervention from the Transformation and Strategic Partnerships (TSP) Team, HRP Server Refresh proposals were agreed at the end of October with the project now well underway. The PSe (HR+P system) upgrade was also received during October but following discussions with ICT it was agreed to hold the upload until migration to the new servers is complete. The service aims to have the new servers installed and tested by February 2011 to enable the take on of the statutory maintenance PSe upgrade.

7.2.3 *Yourself*

Version 11 of YourSelf went live on 8th November 2010. This release includes:

- Further Delegated Staffing Powers automation;
- New starter qualification capture;
- Training cost capture reminder;
- Establishment report automation; and
- A feedback tool.

7.2.4 *Recruitment Portal*

Discussions are taking place with Yorkshire and Humberside Councils to establish a regional recruitment portal. Abacus, the supplier of the Council's Recruitment Management System, is the supplier of one of the three systems being considered. The Abacus proposal, incorporating the latest version of Recruit has been developed as a "shared offering" with RBT.

7.2.5 *Shared Services*

Visits from Wakefield and Rochdale Councils were held on the 12th and 13th January 2011 respectively. Both Councils were interested in seeing the HR Service Centre, self service provision and understanding the HR model adopted by RMBC.

Dudley Council has approached RBT with a request for consultancy work in relation to their PSe self service module. The specification is currently being scoped to provide a quote for the work.

7.2.6 *Staff Changes*

The HR Consultancy Team continues to support the on-going internal management reviews within Directorates and to support the Council in their efficiency savings proposals by progressing VER/VS applications to their final payment stage.

The transfer of some 350 employees from Rotherham 2010 Ltd to Wilmot Dixon and Morrisons was finalised during the quarter. Further work continues to provide documentation extracted from employees' personal files for the new employers.

7.2.7 *Achievements*

RMBC Strategic HR and RBT HRP submitted a joint application to the CIPD 2010 Awards for "HR impact on Business Success". The Team achieved Category Finalist, a significant recognition from the HR national professional body.

The HRP service was invited to a national conference to demonstrate to other PSe users the RMBC self service customisation. There were a number of Local Authorities interested in this customisation and the possibility of RBT providing some consultation work. A follow up request has been made by the PSe User Group Chairman for RBT to provide an on-going agenda item related to customisation activities.

7.3 ICT

7.3.1 *Overall Performance*

All targets for the ICT Service were shown as achieved in October, November and December 2010.

7.3.2 *Riverside House Planning & Server Virtualisation*

The Riverside House data centre should be complete in September 2011 and will be handed over to RBT ICT. We will then have 3 months to migrate all systems from the Civic Data Centre. Planning for these activities is going well and we are working with RBT to understand the total cost of ICT fit-out for Riverside House, not just the data centre.

Our Server Virtualisation programme is progressing well. We currently have 436 live servers of which:

- 267 (61%) are physical servers
- 169 (39%) are virtual servers

Virtual servers are cheaper than physical servers, consume less energy and are less susceptible to failure. Furthermore virtual servers are much easier to move to the new Riverside House data centre as they can be migrated over the network rather than requiring the physical relocation of equipment. At the point at which we begin migration to the new data centre the majority of our servers will be virtual.

The rolling programme of desktop refresh is continuing to provide RMBC staff and Members with a modern computer fleet which is fit for purpose. Over 70% of our 5,000 computers are now laptops, which will facilitate the wider adoption of agile working and the move to Riverside House.

Access to Riverside House will be controlled by smartcards which also double as ID badges. The smartcards will be configured in order that they have the capability to be utilised to support other functions such as user identification for 'follow me' print, cashless catering, VPN tokens and laptop encryption. The building security solution has been identified and we are working to make the necessary changes to the ID badge system.

7.3.3 *ICT for Shared Services*

Rotherham MBC and Sheffield City Council have agreed to pool resources and deliver Emergency Planning and Business Continuity Planning as a single shared service for both authorities. This brings some challenges from an IT perspective as we need to provide a way for staff from each authority to access their systems in an efficient and secure manner at no extra cost. The RMBC ICT Client has had several meetings with Sheffield's Head of IS Governance and Service Assurance and a solution has been identified that will meet the needs of the new shared service.

7.3.4 *Government Connect Reassessment*

A great deal of work has been undertaken to prepare for RMBC's annual Government Connect re-assessment, scheduled for 18th January 2011. The ICT Client, with extensive technical support from RBT, has spent several weeks completing our response to the new version of the Code of Connection (CoCo). No significant problems are anticipated, but the new CoCo introduces new security controls and is much more difficult to comply with than previous versions and it is likely that the assessor will request some procedural changes which will necessitate new investment in hardware and software.

7.3.5 *Wireless Networking & Agile Working*

All RMBC HP laptops have been configured to automatically connect to the RMBC wireless network, where available. Wireless networking allows staff and members to connect to the RMBC network even if they are not able to plug-in a network lead, which can be particularly useful in meetings. RMBC broadcasts wireless networks in the Town Hall, Eric Manns, Doncaster Gate, Aston JSC, Maltby JSC and Civic Building. The wireless network does not necessarily cover 100% of these buildings but should be available in most rooms.

RMBC is becoming known as a centre of excellence and expertise in agile working. We were recently visited by a delegation of ICT management and Business Analysts from Mansfield District Council who were keen to understand what technology and policies they would need to put in place to support their own version of WorkSmart. The day was a great success and Mansfield DC wrote to us to say that they had learned a great deal from RMBC's experiences.

The new Hellaby Depot opened in early November. Both buildings on the Hellaby site have been subject to a new ICT fit-out including VOIP telephony and wireless networking. There are around 100 staff based at Hellaby, most of whom have adopted WorkSmart flexible working with very few fixed desks. The Greasbrough Road Depot, Bramley Depot and Hope Street site are in the process of being decommissioned now that staff have re-located to Hellaby.

7.3.6 *Severe Weather*

The business continuity benefits of our home working technologies were revealed during December's heavy snowfalls. More than twice the usual number of staff logged on over VPN on the snow days. Many more people used MyMail to access

their email and a large number of meetings were carried out as conference calls. VOIP extensions were diverted to softphones, mobiles or personal landlines. These facilities meant that for many people the snow had no impact on their duties and their customers were unaware that individuals were not working from their office.

We have identified a few areas that can be improved to further lessen the impact of such events. We have, for example, initiated a review of the way we communicate reminders to staff to take their laptops home with them when bad weather is forecast as a result of many individuals citing this as the main reason that they could not work from home. Also changes have been made to the way that Service Desk operates so that they can work from home and continue to take calls.

7.3.7 Support for Members

At the request of Scrutiny Services a new Intranet home page has been created for Members. The lack of an Intranet area just for Members was identified as part of the Member Development Charter pre-assessment work.

The new page is a work in progress and will eventually provide Members with access to all Member related resources on the Intranet and Internet from a single page. The new Member home page can be found by going to the main Intranet home page then clicking on 'Members and Democratic' at the top of the screen and then 'Member's Homepage'.

An out of hours contact number is in place to ensure that Members can get support on ICT matters when the Service Desk is closed.

7.3.8 Electronic Document Records Management System (EDRMS)

The first two areas to receive the Wisdom EDRMS will be the Records Centre and Internal Audit. Directorates have been asked to begin prioritising the deployment of Wisdom within their areas. Teams that are moving to Riverside will be tackled first, beginning with areas where there is most immediate benefit. There will be minimal back-scanning and the focus is on getting any paper that needs keeping to the Records Centre.

The interviews for the new EDRMS Project Manager were held on 1st February 2011. The post was initially ring-fenced to the Talent pool and was then expanded to include other RMBC staff, following which five expressions of interest were received.

7.3.9 Managed Print Service

The Council is currently exploring options for a new Managed Print Service for RMBC. Our current contract for multi functional devices (MFDs) ends in 2012 and we require 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 feature 'follow me' print (the print will output from any MFD but only when the user is in attendance), ad-hoc scanning and fax.

7.3.10 Complaints

One complaint was received by the ICT Service in December. The complaint related to problems accessing the Hate Crimes Database. Investigations revealed that the problems were caused by a lack of user training. The complaint was not upheld and the user was made aware of the correct way to access the database.

7.4 Procurement

7.4.1 Overall Performance

All targets for the Procurement workstream were achieved in October and November 2010.

All targets for the Procurement workstream were achieved in December 2010 with the exception of measure PO2 Cheque Requisitions Processed which achieved 98.23% against a target of 98.46%. This was a direct result of the severe weather with insufficient staff being available to process the requisitions to deadline.

7.4.2 Payment of Invoices

Former Best Value Performance Indicator 8 measures the payment of undisputed invoices within 30 days. The Council has agreed an average annual target of 96% for performance of BVPI8 for 2010/11.

For information a comparison is given below of the current position against the same point in the previous financial year.

Month	2010/11	2009/10
April	98.15%	96.65%
May	96.90%	96.44%
June	94.87%	93.47%
July	94.84%	94.37%
August	94.21%	93.78%
September	94.47%	92.46%
October	93.12%	92.00%
November	95.55%	95.58%
December	94.47%	95.49%
Year to Date	95.18%	94.38%

7.4.3 Savings Tracking

Savings reported during the quarter are shown below together with the year to date figure and estimated savings to year end. It should be noted that savings are reported retrospectively.

Savings in month of:			Savings year to date	Estimated Savings to year end
Sept	Oct	Nov		
£337k	£380k	£248k	£2.686m	£3.241m

7.4.4 Addressable Spend

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

Addressable spend in month of:			Addressable Spend Q3	Addressable Spend to date
Oct	Nov	Dec		
£713k	£1.568m	£791k	£3.072m	£18.081m

7.4.5 Externalisation of Repairs and Maintenance

Rotherham 2010 Ltd covered overtime costs in order for P2P staff to complete work in time for the ROCC system to be switched off without impacting on operational measures.

7.5 Revenues and Benefits

7.5.1 Council Tax

As at the end of December 2010 the Council Tax Collection rate stood at 82.9%, which is 0.2% behind the same point in 2009-10. The year-end target 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: -

Council Tax Collection – Recovery Procedures		
Documents Issued	At December 2010	At December 2009
Reminders	36,068	34,755
Summonses	10,997	10,572
Liability Orders	7,649	9,140

The total number of Council Tax Liability Orders that had been referred to the bailiff in the financial year up to the end of December 2010 is 3,285 of which none were classed as a vulnerable case.

The average number of days taken to action a Council Tax Change of Circumstance was 8.92 days at the end of December 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 87.4% at the end of December 2010, which is down 1.34% on 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: -

NNDR Collection – Recovery Procedures		
Documents Issued	At December 2010	At December 2009
Reminders	4,817	3,878
Summons	1,080	1,040
Liability Orders	600	705

The total number of Business Rates Liability Orders that had been referred to the bailiff in the financial year to the end of December 2010 was 328.

With reference to the NNDR Deferral Scheme, the number of active cases currently stands at 194 allowing for a deferral of £403,394.

7.5.3 *Other Service 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.

The service was impacted by severe weather in early December, but implemented increased shift working for home workers to ensure that the telephone service was not adversely impacted. 97% of calls were answered within target levels in November and 97.66% in December.

Work has commenced on planning to contact customers in respect of the upcoming changes in April.

7.5.4 *Complaints*

Seven complaints were closed during October 2010. Five were closed not upheld and two were closed upheld.

Six complaints were closed during November 2010. Four were closed not upheld and two were closed upheld.

Five complaints were closed during December 2010. Four were closed not upheld and one was closed upheld.

In respect of the upheld complaints, actions have been taken 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.

Service credits were incurred during December for measures CAO5 and PO2. As the measures failed to achieve targets as a direct result of the severe weather the service credits have 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 October, November and December 2010.

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