

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Deputy Leader's Meeting
2.	Date:	19th November 2012
3.	Title:	Resources Performance Report for 2012/13 - Quarter 2
4.	Directorate:	Resources

5. **Summary**

The Resources Directorate was formed in December 2011. Reports will be provided to the Deputy Leader on a quarterly basis to provide updates on performance and key priorities across the areas of:

- Commissioning, Policy and Performance
- Financial Services
- Human Resources and Payroll
- Internal audit and Asset Management
- Legal and Democratic Services

Where some areas will include standing items others will be reported on by exception as and when required.

6. **Recommendations**

The Deputy Leader is asked to note performance achieved against key priorities and indicators.

7. Proposals and Details

Work continues to review services and embed planning processes and priorities within the Directorate. A series of benchmarking reviews were recently undertaken to assess the value for money that Resources services provide when comparing with comparable public and/or private sector benchmarking information. The reviews were carried out in conjunction with critical friend Directors who provided valuable challenge and support to the Service Managers and the key findings will be presented to the Deputy Leader at a number of pre-arranged briefings.

8. Service Performance

8.1 Commissioning, Policy and Performance

8.1.1 Procurement

Performance

	Achieved in July	Achieved in August	Achieved in September	Year to Date
Payment of undisputed invoices within 30 days (Former BVPI8)	99.85%	99.82%	99.94%	99.84%
Procurement Cashable Savings (exc HRA)	£300,348.76	£171,314.90	£217,648.25	£1,531,430.83

New Initiatives

- YORtender contract awarded to Due North for the region
- Children's book gifting service contracted to Dollywood Foundation

The Procurement Service is currently leading on, or supporting, the following initiatives:

- Learning & Development framework – All four authorities in the sub-region are now committed to this project, the scoping has been completed by Rotherham the lead authority and the final draft indicative tender has been circulated to the initiative team and other authorities for comment. Further discussions are taking place with York CC who have now shown interest in joining the tender process.
- Chartered Institute of Purchasing and Supply (CIPS) – Regional, Rotherham MBC is leading on this contract; the final specification has been circulated across 23 authorities for comment with a view to advertising at the beginning of November.
- Bailiff and debt collection services contract – Rotherham MBC now have a contract in place for 4 years for the provision of Bailiff Services. Historically, Rotherham MBC engaged Bailiff Service's on a preferred provider SLA basis, however following Procurement and RMBC's Legal advice a decision was

taken to tender this business. Currently, providers on the framework are preparing to sign a Deed of Variation which will allow other LA's to call off from the Rotherham let agreement. Chelmsford Council's legal team have been in discussion with Rotherham MBC's legal team and final preparations are being made for them to call off the agreement.

- Supplier Contract Management System (SCMS) for the Region – SCMS is the e-tendering module utilised across the Region, with Rotherham MBC playing a key role in the project group representing the other 23 Local Authorities. A contract award was made to Due North in September 2012 and the system will be known as YORtender. The central Procurement Service will manage the mobilisation and roll-out across Rotherham MBC which will commence towards the end of this year, as was done successfully with the existing SCMS model. YORprocure have now had an in-depth demonstration of the YORtender system and it's capabilities for the region. Riverside House has been selected to host the YORtender training for all the regional authorities which commenced in October and is ongoing. Training will be rolled out to key users within Rotherham MBC commencing mid November onwards.
- Advertising framework – Rotherham MBC is leading on this procurement project across the region, scoping currently taking place

8.1.2 Commissioning

Below are priorities achieved by the commissioning team during the quarter.

- Risk Matrix template established and updated monthly for Care Homes– highlighting safeguarding concerns and service viability issues.
- Full Contracts Register online ready for Right to Challenge.
- Work by Supporting People Programme to identify funding and resources for Welfare Reform and to realign priorities to 11 Communities of Interest.
- Extra Care Housing Steering Group established by SP Programme to seek opportunities for future provision.
- Rush House Direct Access provision launched for 16-21 year olds by SP Programme.
- Intensive Housing Management Scheme introduced by Johnnie Johnson SP Provider – saving £70K.
- Home from Home Programme re-launched with Care Homes with new outcomes toolkit and new website access.
- Domiciliary Care Framework established with 14 providers saving £655K/annum for 1200 people – broadening the range of tasks and activities available for customers.
- Intermediate Care / Community OT services / Integrated Community Equipment Services commissioned in partnership with NHSR over-achieving target performance and delivering expected savings.
- Negotiation with Care Home Sector to agree acceptable fee level for 2013/14 and to work with sector to realign service provision.
- Contract Management Activity since April 2012:

Contracting Concerns	231 Domiciliary Care Concerns: 160 substantiated and 47 still open 238 Care Homes concerns: 190 substantiated and 85 still open
Contract Default Notices	2 Domiciliary Care 6 Care Homes

Suspension of Service	3 Domiciliary Care (all lifted) 7 Care Homes (2 lifted)
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- On target to review all current Adult Social Care VCS and community services contracts (50+) and to achieve efficiencies by personalising services.
- Framework established for Independent Fostering Agencies for standard placements for LAC releasing 80K this financial year with 6 providers
- Commissioning of Healthwatch Rotherham progressing to evaluation and awarding of contract
- Commissioning of a preferred Partner (FCA) for step down placements for LAC
- Achievement of 467K cost avoidance via Multi agency support panel (MASP) for LAC (12/13)
- Achievement of 98K from individual negotiations of every placement for a LAC (12/13)
- Cost savings of 167.4K from negotiating down placement costs of Castlecare
- Renegotiation with VCS resulting in 8K
- Review and recommissioning of Contact with VCS saving 131K
- New Aiming High for Disabled Children statement drafted for agreement
- Portfolio of services for schools reviewed and new model being developed
- Progressing sub regional commissioning for Youth Justice service
- Early intervention Grant (EIG) spend being reviewed against national reduction of 21% of grant
- Habershon and Crowden outdoor education facilities being reviewed and marketing strategies being developed to increase usage and income
- Connect to Support (CtS) at usability and testing phase

8.1.3 Performance and Quality

Ofsted Inspection

The Ofsted inspection in July 2012 recognised the series of improvements we have made and have graded our child protection services as “adequate”. P&Q officers were crucial to the smooth running and co-ordination of the inspection as well as being recognised for the development and ongoing implementation of a robust performance management framework across the Childrens safeguarding service.

Customer Experience

Customer voice and influence on the services they receive and the “the journey of the child” are central to the regulation of Children and Young People’s Services. With this in mind during September/October the P&Q team met with 14 Service Managers across CYPS to discuss the characteristics of their existing customer groups, access channels (including information on the website) and review how they currently gain customer feedback ensuring the voice of the child, parent/carers (whole family) is listened to and acted upon. P&Q officers will be working directly with services to ensure findings from the review are being followed up and improvements implemented.

Corporate Improvement

Performance and Quality are involved in a number of transformational projects across the Council which include:

- Customer access including channel shift, streamlining processes and improving standards for customers
- Grounds Maintenance and Street Cleansing and the Library service reviews
- Business process re-engineering in adult social care services such as Day Care, Adaptations, Safeguarding Adults and Care Enabling
- Improving our performance on tackling anti-social behaviour and admissions to residential homes.

Performance Management

- 84% of NAS performance measures are on track to meet stretched targets this financial year. All performance indicators have improved from last year.
- 88% of EDS measures in support of Council priorities currently indicate good levels of performance. Resources support is focused on addressing performance areas currently at risk in particular Street Cleansing and Grounds Maintenance.

Complaints

Improvements continue with regard to handling customer complaints during 2012-13 with the reduction of complaints continuing.

Main issues in the Directorates from complaints this year;

EDS

Streetpride - grass cutting, street litter

NAS

Housing - Repair issues - disrepair, damp, programmed works, driveways and communal areas

Estate management - ASB, Housing contact centre service delivery.

Adult Services - Changes to care packages, quality of assessments

CYPS - communication / customer care issues in social work teams

Resources - customer care issues, misadvice.

8.1.4 Communications and Marketing

Closer working across the professional disciplines brought together in the council wide function continued to deliver service improvements. In response to the consultation on the recently-completed service review, discussions were held to determine how further improvements could be made in delivering specific services to meet the needs of individual directorates.

In Quarter 2, major events continued to dominate the work of the team, with strong support from the media and marketing teams. Following the town centre Jubilee street party and the Olympic torch relay at the end of June, the focus shifted to a Royal garden party to mark the official opening of refurbishments in Clifton Park and another successful Rotherham Show – both of which were attended by a number of international visitors.

Among the major service projects for which communications and marketing plans were developed and implemented were the library review consultation and the multi-agency welfare reform strategy.

Work is continuing to identify how further efficiencies can be generated through the former RBT design studio and the council's Visitor Centre function.

8.1.5 Policy and Partnerships

The Partnership Summit took place in September. Around 100 people from the public, private and VCS attended. The focus of the summit was to look at ways of working together to address barriers to work. From this a 6 week and 6 month action plan has been prepared and will be taken through the LSP Chief Officer Group and Partnership Board for implantation and monitoring.

The welfare reform continues to be the key driver of workstreams for the team. We have in place a number of task groups addressing the critical issues of the welfare changes and putting in place a number of mitigating actions to support people and organisations through these changes. Leaflets on the changes and how to get support continue to prove popular. Over 21,000 have now gone out across the borough. From a workforce development perspective, workshop sessions to NAS&CYPS leadership sessions as well VCS providers have taken place during October and a Member's seminar is scheduled for November.

The Carers Strategy is out for consultation and events have been taking place in the town.

The ERDF funding proposal is now out 2014-20 structural funds + other EU funding programmes. A report will be presented to cabinet on Wednesday 7th Nov.

8.1.6 Community Engagement

Work in engaging with more diverse communities has been a key feature. The team is increasingly taking the role in diffusing community tensions before they escalate and coordinating interventions across multi-agency partnerships. Rotherham should pride itself that there have not been any adverse community tensions or riots as seen in other town and cities across the country. This is arguably down to the close working with a range of communities, such as the mosque liaison group and work surrounding the anti-islamic film made. There have also been considerable recent community concerns amongst the Slovakian community in perceiving that UK authorities were snatching their children. These concerns were minimised through the holding of a public forum held within hours of the issues being identified.

8.2 **Financial Services**

8.2.1 Council Tax

Council Tax Collection <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
55.28%	55.8%	0.52% up

Council Tax Collection – Recovery Procedures		
Documents Issued	At April 2012	At April 2011
Reminders	21,027	24,533
Summonses	6,792	7,137
Liability Orders	5,159	5,159

Average no. of days taken to action a council tax change of circumstance <i>(lower performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
12.62 days	9.34 days	3.28 days down

No. of Council Tax Liability Orders referred to the bailiff YTD	2,372
Council Tax Direct Debit Payers (% as at September 12)	71.68%

8.2.2 NNDR

NNDR Collection <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
58.3%	58.95%	0.65% up

NNDR Collection – Recovery Procedures		
Documents Issued	At April 2012	At April 2011
Reminders	2,256	2,504
Summonses	682	756
Liability Orders	392	376

No. of Business Rates Liability Orders referred to the bailiff YTD	160
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8.2.3 Revenues & Payments

Residential visits offered in 7 calendar days <i>(higher performance is better)</i>
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YTD (% at September 12)	YTD (% at September 11)	Difference
95%	85%	10% down

Non Residential visits offered in 7 calendar days *(higher performance is better)*

YTD (% at September 12)	YTD (% at September 11)	Difference
95%	83%	12% down

Non Residential service user informed of charge at time of visit *(high performance is better)*

YTD (% at September 12)	YTD (% at September 11)	Difference
91%	88%	3% down

8.2.4 Benefits Assessment

Time taken to process New HB/CTB claims *(lower performance is better)*

YTD (days at September 12)	YTD (days at September 11)	Difference
24.71	24.02	0.69 days down

Time taken to process HB/CTB changes *(lower performance is better)*

YTD (days at September 12)	YTD (days at September 11)	Difference
9.46	10.07	0.61 days up

New benefit claims decided within 14 days of receipt of all necessary information *(higher performance is better)*

YTD (% at September 12)	YTD (% at September 11)	Difference
90.02	95.05	5.03% up

Housing Benefit Overpayment Collection *(higher performance is better)*

YTD (% at September 12)	YTD (% at September 11)	Difference
39.99%	36.03%	3.96% down

8.2.5 Revenues & Benefits

Percentage of telephone calls abandoned *(lower performance is better)*

YTD (% at September 12)	YTD (% at September 11)	Difference
1.1%	1.41%	0.31% up

Percentage of telephone calls answered within 21 seconds <i>(higher performance is better)</i>		
YTD (% at September 12)	YTD (% at September 11)	Difference
94.78%	94.51%	0.27% down

8.2.6 Sundry Accounts

	2012-13	2011-12
No. of invoices raised in Qtr 2	5,122	5,622
Value of invoice raised in Qtr 2	£11,932,492	£22,474,206

	2012-13 (YTD – Sept 12)	2011-12 (YTD – Sept 11)
No. of invoices raised on the Sundry Accounts System	12,638	12,853
Value of invoices raised on the Sundry Accounts System	£24,391,649	£39,708,177
% of invoices raised and collected	77.5%	70.7%

The main rolling indicator of collection performance is the DRO or Days Revenue Outstanding which gives an estimated average number of days an invoice remains outstanding. A figure under 60 days is considered excellent for local authority sundry accounts. A good performance in the private sector would be one under 40 days.

	As at end July	As at end August	As at end September
Days of Revenue Outstanding	52.0 days	52.4 days	54.0 days
Balance of outstanding debt	£13,041,068	£8,665,592	£7,394,542

8.3 Human Resources

8.3.1 Key Performance Measures

	Jul 12	Aug 12	Sep 12
Accuracy of contracts	100%	100%	100%

Accuracy of Pay	99.84%	99.92%	99.64%
Percentage of enquiries resolved by first line HR advisors	99.82%	99.05%	99.64%

8.3.2 Completed Projects

- Voluntary severance approvals work ongoing
- Doncaster Council TUPE transferred employees joined the HR Service Centre from April re-locating to Riverside House on Monday 2 April.
- Changes were made to the Payroll system to account for the new tiered bandings for Teacher's Pension. Adjustments had to be made to payments for March that were paid during April to ensure the correct contribution rate was applied.
- Reached a negotiated position with Trade Unions on further postponement of increments as a basis on which they could consult with their membership
- Meetings with Barnsley & Doncaster Councils to progress a shared training contract framework, now ready to be implemented.
- Work with health in preparation for public health co-location and formal transfer
- Presentation delivered to SLT Away Day on Changing Shape of the Council
- IIP Gold standard position statement agreed with external assessor
- Members pilot group agreed approach to Members skills profile
- Employee Survey made available to all employees for completion
- Further manager training sessions on PSe, in Doncaster
- Draft report submitted to Richard Copley for ICT Strategy Board proposing an upgrade to the Albany Allbacs software to allow for a commercial BACS Bureau.
- HR self service portal live for managers and employees in the first 2 directorates of DMBC to be migrated to Rotherham.
- The first 2 of 4 directorates in DMBC has now been fully migrated to RMBC systems with one full pay run completed. The second full pay run will take place 15th November.

8.3.2 Current/Upcoming Projects

- Organisation of further Rapid response sessions for leavers
- New e-learning being authored: maternity guidance, internet editing
- Changes to person profiles to eliminate repetition
- Completion of revisions to recruitment & selection guidance for internal appointments
- Introduction of additional distance learning level 2 programmes
- Complete Members learning site before referring back to Members pilot in November.
- Prospects employees (Connexions Service) establishment set up required to ensure employee records can be set up for payment in October.
- Continue DMBC HR Shared Service migration project
- SYPA Forum – review of changes to pension regulations as a pre-cursor to auto-enrolment.
- Auto-enrolment toolkit letters and registration
- Doncaster Academies to set up in DMBC PSe live
- Support first moves of DMBC staff into their new building

- Conclude review of disciplinary and pay protection policies as part of HR policy review exercise
- Prepare Unite articles to promote apprenticeships and work placements
- Hold further employee benefits promotional event

8.4 Internal Audit and Asset Management

8.4.1 ICT

Data Centre Migration and Civic Decommissioning

All remaining ICT equipment has now been re-housed, or decommissioned from Civic building. The majority of network lines were relocated in early October. Several key connections have been successfully moved in recent weeks including the Corporate and School's Internet links. This leaves a small number of remaining links to migrate, including the line that services home workers, scheduled for the weekend of 20th October.

This Civic decommissioning work has led to a small amount of unplanned downtime but this was fixed quickly and within the agreed SLA.

MyIT - Automated Password Reset

In response to requests from our customers we have implemented a new self-service password reset tool. This will allow you to reset your RMBC computer password 24 hours a day, seven days a week – it is no longer necessary to wait until the ICT Service Desk opens; this is important as more employees are working at weekends and in the evenings.

More functionality will be added to the MyIT self-service tool as we progress through the year and we are hopeful that we can enhance the customer experience whilst reducing the dependence upon Service Desk and encouraging more self service

8.5 Legal & Democratic Services

8.5.1 Legal Services

Legal Services has recently retained the Law society's Practice Management standard LEXCEL. LEXCEL is written specifically for the legal profession, it allows any type and size of practice to measure itself against a prestigious national standard of practice management. LEXCEL sets 55 requirements in the areas of Structures and Policies, Marketing, Financial Management, Facilities and IT, People Management, Supervision and Operational Risk, Client Care and File and Case Management. Legal Services were inspected against the LEXCEL practice management quality mark over three days in July and were found to be fully compliant.

8.5.2 Electoral Services

The Elections and Electoral Services Unit are currently preparing for the Police and Crime Commissioner election and have completed the annual electoral registration

canvass and met the required early publication date for the revised registers of 16 October. The service is also beginning to consider what changes will be necessary for the implementation of Individual Electoral Registration during 2013 - 2015.

8.5.3 Information Governance

The transfer of records from Norfolk House, Civic Building, Doncaster Gate, Reresby House etc. to the records centre is complete. Some 14,000 boxes have been transferred. In addition the Access to Information Team have co-ordinated responses to 904 FOI requests and 61 subject access requests (where individuals access their own records, generally social care files), as well as ensuring compliance with the Data Protection Act and the required information security standards.

9. Complaints

There were 171 complaints received across the Council during 2012-13 – Quarter 2.

The following resources complaints were closed during September 2012:

Description	Lessons Learnt	Service	Status	Time Taken
Being charged council tax when property is unoccupied and unfurnished.	None RMBC made charges following legislation. Recovery action has been put on hold to give the customer time to arrange payment of any outstanding council tax.	Local Taxation	Not Upheld	10 days
Housing benefit claim delayed. Customer would like benefits to be backdated.	None RMBC acted in accordance with legislation; however benefits will be back dated due to particular circumstances.	Benefit Assessment	Not Upheld	2 days
Regarding Northgate, the third party company carrying out a review on our behalf and contact to their office. Didn't receive call back which was promised.	RMBC reviewed the service provided by Northgate. Northgate managers have reminded all their staff of the importance of taking care in all aspects of their work.	Local Taxation	Upheld	1 day

10. Finance

There are no direct financial implications arising from this report.

11. Risks and Uncertainties

We proactively manage risks to prevent negative impacts on performance against delivery of services and any associated key performance indicators.

12. **Policy and Performance Agenda Implications**

The services above are responsible for key areas of service delivery and therefore have a significant role in the delivery of key national and local performance indicators. These services also support all Council Directorates enabling them to deliver against Corporate Plan outcomes.

13. **Background Papers and Cosultation**

None.

Contact Name:

Anne Hawke

Performance Officer

Extension 23246

anne.hawke@rotherham.gov.uk