

Cabinet Committee for the Lancashire County Council/BT Plc Strategic Partnership

Meeting to be held on 10 July 2012

Electoral Division affected: All

One Connect Ltd First Year Review

Contact for further information:

Eddie Sutton, (01772) 535171, Office of the Chief Executive,
eddie.sutton@lancashire.gov.uk

Executive Summary

A report reviewing the first year of One Connect Limited, the strategic partnership established between Lancashire County Council and BT Plc.

Recommendation

The Cabinet Committee is asked to note the report.

Background and Advice

1. Introduction

This report provides the Cabinet Committee with an overview of the work that has been undertaken in the first year of operations since One Connect Limited went live on 16 May 2011. The principle of *'the customer at the heart of everything we do'* is being firmly embedded in the core of the organisation. This is built on a strong first year financial and service performance and demonstrates the commitment of all staff of One Connect Limited.

The key for One Connect Limited, in its first year, has been on working very closely with the County Council to begin the long journey towards; continually reducing costs, driving service excellence, continuously improving performance and to maximise the benefits from all forms of investment in both people and services.

Focusing on four key areas; **Performance, Partnership Development, Customer and Stakeholders and People** this report provides the Cabinet Committee with an update on the achievements to date and how the Partnership will develop going forward.

2. Performance

A review of individual Service Areas highlights a good start to the Partnership from a performance perspective. A review of all the agreed Service Level Agreements (SLAs) was undertaken and a final list of Service Levels agreed based on actual

performance measured by One Connect Limited. These SLAs are reported on by One Connect Limited on a monthly basis. This keeps the County Council up to date on performance.

However SLAs are not the only tool to improve performance. A performance framework has been put in place which will help to build a positive and sustainable performance culture that will continually drive strategy, policy and procedural changes. This will support the commitment made to build a true partnership that will deliver continuous measurable and measured improvements. Examples include:

2.1 **The ICT Service achievements** in 2011/2012 include:

A number of improvements to the way in which ICT Services are delivered have been made. This has enabled ICT Services to achieve an excellent performance against SLA targets whilst making a significant contribution to a number of major projects. In this section there is a summary of both the changes to how ICT Services operates and the key projects that ICT Services have been instrumental in delivering.

ITIL Re-alignment: One of the most fundamental changes to ICT Services in 2011/12 has been to create a model for ICT which is based around the Information Technology Infrastructure Library (ITIL) best practice guidance. At its inception, One Connect Limited ICT Services was made up from staff who had been drawn from a number of different areas including; central ICT, the Adult and Communities Services Directorate, Lancashire County Commercial Group (LCCG), Directorate for Children and Young People, the Westfield Centre, staff recently transferred (via TUPE) from Lancaster University Network Services (LUNS) and staff seconded in from BT. Bringing the teams together and forming one delivery organisation has resulted in a very solid, high performing ICT organisation with a common understanding for service excellence.

ICT Business Processes: A number of processes essential to the effective running of the ICT Service have undergone a significant overhaul this year. These include:

- Incidents now actively monitored.
- Resolution process streamlined and documented.
- Change better managed.
- More rigorous project initiation process.
- More active project management.
- New solutions fully designed and documented.
- General ICT business improvement e.g. maintaining Proposals
- Continual Service Improvement established.

West Lancashire Borough Council: On 20 July 2011, an agreement was reached with West Lancashire Borough Council (WLBC) and Lancashire County Council for One Connect Limited to provide a range of services, including ICT for WLBC. The service went live on 1 October 2011 and an initial transition phase saw seconded

ICT staff successfully integrated into the One Connect Limited ICT team. Key technical improvements include:

- Rebuilding the WLBC Council Tax Server to a resilient configuration to prevent any year end failures.
- Implementing a network module to allow the UPS in the Comms room to be monitored from any device on the network and alert engineers when it is near or over maximum load in order for them to respond promptly and restore service.
- Introduction of an industry recognised, reliable backup solution controlled from a central administration point within County Hall.
- Virtualising the servers in Westec House to address previous issues associated with downtime, whilst improving business continuity, providing greater flexibility to the business and reducing costs. The server virtualisation project is complete.

Network Convergence: This is a major infrastructure improvement that is being heavily supported by ICT Services staff. This Service Improvement Plan sees the combining of two physical networks (the County Council Corporate Network and the CLEO education network), which will share a single infrastructure, operational system and set of processes, based on ITIL standards. It will realise efficiencies in areas of support, process and tools, in addition to the cessation of physical lines. Other benefits to be realised include; reduced risk of network failure, improved performance and time to fix in the event such a failure should occur, scalability for new services and customers, and improved service level management reporting. The work is nearing completion. Twelve months ahead of the projected target date. The total number of migrated sites reached 323 (with 80 sites having been closed). The closed sites are being cross checked to ensure the County Council is not incurring any unnecessary costs (e.g. premises, NDR).

Apple Launch: The most sought after device on the market is now available to purchase from the One Connect Procurement Catalogue. The benefits of the Apple iPad as a corporate Apple solution include:

- Open access to the internet.
- Extensive WiFi coverage available across multiple locations.
- 3G functionality available on the 3G Model Only.
- Support via the ICT Service Desk and a high level of security to allow ICT to remote wipe and clear if device is lost or stolen.
- Secure access to Email, Intranet and Share Point.

Review of Core ICT Applications: A review of the core ICT applications is being undertaken. The aim of this Service Improvement Plan is to produce a roadmap to specify how the key applications that support the County Council's business will be delivered in the future. Applications are being looked at in four themes; Social Care, Education Management, Environment and Asset Management, and Customer Access.

One of the early outcomes of this work was that the Integrated Social Services Information System (ISSIS), the application which supports both Adult and Children's

social care staff, is to be replaced. ICT is providing significant design and Project Management capability to support this work.

Access Databases: Following a recent software audit of the County Council's network, it was identified that there are over 30,000 unsupported Access databases on the network. As part of this work the Access Databases have been classed in the following 3 categories:-

- Core business applications.
- Non core business applications and not used for 6 months plus.
- Currently in use but not classed as core business.

The Access Databases are written in either Access 2003 or Access 2007. None of these databases are supported or maintained by One Connect Limited on a formal basis. Key business information is currently being stored outside the main business core applications which is a business risk therefore the Council needs to commence work around the transferring of data into more secure platforms and then deleting the databases.

The next twelve months:

- A full restructure of ICT Service aligned to ITILV3 commenced in April 2012.
- New Dual Data Centre to provide a minimum of 99% uptime availability for all hosted services across *two geographically dispersed sites* offering the potential to provide a full DR solution in the event of a major business interruption.
- IP Telephony rollout by December 2012 enabling the County Council to take advantage of the new telephony platform that would remove the legacy infrastructure and open up new opportunities for reduced call charges whilst offering significantly improved and new services such as Video conferencing. Video phones are now being piloted.

2.2 The Procurement Service achievements in 2011/2012 include:

The Connect2Buy customer portal was conceived as a concept and delivered within five months of contract commencement. Pendle Borough Council became the first local authority to sign up. The Connect2Buy Procurement Portal provided by One Connect Limited is about enabling beneficiary organisations to order goods and services via online catalogues whilst benefiting from the economies of scales of Lancashire County Council's buying power. It allows them to benchmark their own supplier costs and to price challenge One Connect Limited prices. The County Council receives no financial benefits from this Portal.

In May 2011, 44% of payments were identified by requisitioners for immediate payment. This is a considerable administrative burden. Some services listed all payments as urgent. Despite an agreed exception policy for immediate payment classification this was generally ignored and as stated in some areas of the County Council every invoice was classified as an immediate payment. In one month alone the Accounts Payable service received 1,136 immediate payment requests totalling over £15m in value.

By March 2012, the number of immediate payments requests was reduced from 44% down to 7%. In May 2012 it is now down to 5%. The benefit of this is that the team is now able to concentrate on processing invoices within contractual timeframes and the County Council is able to manage cash flow more effectively. The target is less than 1%.

In order to ensure the partnership could start delivering real savings to the Council a number of initiatives were identified that would generate savings across the wide areas of spend in the Council. For example, Construction, an area historically kept at arm's length from a corporate procurement function, saw the implementation of the "Redesign-to-Cost" technique, in order to identify any unnecessary features and cost from over design. A pilot project demonstrated that circa 10% of the costs could be avoided. This strategy is now planned to be used on all future new build projects. In addition, we have adopted a new approach to the market by combining early involvement on design through to supplier competition, through mini-competitions on price post-design and pre-construction.

The work in progress within the Accounts Payable service was five days in May 2011. This was due to the staff concentrating on immediate payments and processing reports to identify duplicate payments made each month. By re-engineering the processes the work in progress has been reduced to four days – a 20% improvement. By reducing the work in progress we have ensured no supplier financial penalties have been incurred due to late payments. This has been a direct benefit to the County Council by reducing costs and has benefited customers by paying debts within agreed timescales. The target is 2 days work in progress.

The Oracle 11i changes were delivered on time and without any technical difficulties and the supplier review has identified a reduction of suppliers from circa 80,000 records to 30,000. Many had not been used for many years or had ceased trading. Of the remaining 30,000 suppliers, letters have been issued to them, directing them to a secure site to provide their details which will then be uploaded back into Oracle. This will generate immediate benefits as it eliminates the need for paper payments circa 30,000 cheques and paper confirmation circa 180,000 remittance advice per annum all of which are currently printed and posted. Suppliers will get paid quicker and at a lower cost to the County Council.

In May 2011 duplicate payments were identified only after they had been processed. In August 2011, the process was re-engineered and an upgraded ICT system has been implemented. The process now identifies any potential duplicate payments prior to them being processed. Since the re-engineered process and ICT application was implemented in August 2011, 52 invoices at a total value of £292,537 have been stopped prior to payment. This has reduced the arrears pursuance activity that is the responsibility of the debt recovery team with the County Council.

In May 2011, the County Council's European Dynamics System was used for publishing Council tenders for goods and services. However, this was not used exclusively throughout the organisation and paper based tenders were still being processed. From day one of the partnership, the system has been made mandatory for all tenders and a significant increase in its usage has been reported.

Tenders Awarded	Volume	Increase
Feb 2010 - Jan 2011	247	-
Feb 2011 - Jan 2012	413	67%

Table 2.1: Tenders Awarded via European Dynamics System

The Lancashire Procurement Hub was based in Pendle Borough Council and was funded from grants from all Lancashire District Councils. This grant funding ceased on 31 March 2012. The Lancashire Procurement Centre of Excellence will take on the activities for a 12 month period with effect from 1 April 2012 to create a Connect2Buy team.

The role of this new team is to further develop the District element of the Connect2Buy procurement portal that has recently been launched across the County. The team will engage with representatives from each District Council in order to establish their specific procurement requirements and where feasible incorporate them into the Connect2Buy portal functionality.

The next twelve months

The e-Sourcing capability within Oracle r12 will be developed and implemented. This will introduce a user friendly, integrated e-tendering tool that can be used by all suppliers and internal staff. This will see the roll out of e-auctions and paperless quoting and tender processing. The benefits will be:

- Elimination of costs of printing and advertising proposals.
- Elimination of postage/courier costs and lead-time.
- Increased efficiency in processing.

A fully developed Procurement offering will be launched with Districts. This will offer a full procurement service management solution that will enable the Districts to utilise the buying power and professional skills of the County Council and One Connect Limited.

Continuing focus on delivering procurement savings across all of the County Council's procurement activities.

2.3 The Human Resources and Payroll Service achievements in 2011/2012:

Performance Management Culture: Central to the development of the quality of the services provided, has been the work undertaken to introduce a performance management culture - a requirement within each Human Resources and Payroll Services (HR&P) team. This is not about merely setting performance indicators and reporting upon outcomes. Rather, it has been about creating a performance culture which is the norm throughout the Service and is both customer focused and internally facing. All staff now have a real understanding of the need for performance driven outcomes, the importance of accurate and timely performance data and how

this drives the business. This has been a significant gap. Lots of data but limited management intelligence (e.g. over 5,000 payroll errors every month under the Delphi Payroll System).

Manager and Employee Self-Service/Self-Help: The most significant and influential project that has been completed has been the implementation of the Oracle HR Management System. The completion of this project is central to the Service's overall development and its future business strategy. Work has now commenced on the implementation of Phase Two. This is the development of Oracle to maximise the available functionality within the system. This has been a major piece of work.

Having successfully implemented the core applications, the number of payroll transactions has, as expected, massively reduced. Compared to one year ago, and prior to Oracle being implemented, the volume of paper forms submitted (concerning matters such as appointment, change, termination or claim notifications) has reduced by 97% - to **below 500 forms** per month compared to **in excess of 11,000** per month.

Policy Review: A fundamental review of all HR&P Policies is underway to ensure they are fit for purpose, business friendly and up to date.

Customer Feedback: Encouraging customer feedback on service performance quality, monitoring it and acting upon it are regarded as critical elements in Human Resource and Payroll's evolution as a Service which places the customer at the heart of everything it does. A new customer **feedback process** has therefore been introduced with the aim of encouraging feedback on the performance of all HR&P teams and to facilitate the measurement of overall customer satisfaction levels. Initial feedback responses have been positive. As part of this **feedback framework, customer complaints and comments are also captured** and acted upon where appropriate and any Service non-conformances recorded. This is the first time that such a comprehensive feedback system has been implemented within the various teams and such records will now enable the Service to move towards the implementation of a total quality management system. Indeed, a pre-cursor to the implementation of this new system was the HR&P customer survey, undertaken in September 2011. This is the first time that a 'Service-wide' survey has been undertaken and the first time one has been undertaken under the One Connect Limited brand.

Since July 2011 payroll errors have reduced from 8,000 to 1,400 in March 2012. The target is nil. In June 2011 the Ask HR hours were extended from 8.45am to 5pm to 8 am to 6 pm (Monday to Friday) to cater for schools and customers.

The next twelve months:

- The launch of Connect2HRP in July 2012.
- Introduction of a corporate electronic records' management system, in conjunction with ICT colleagues.
- Introduction of 'end to end' e-recruitment system by, at the latest, 31 March 2013.
- Completion of all Oracle HRP developments – Phase 2, 31 March 2013.

2.4 The Customer Access Service achievements in 2011/2012 include:

AVAYA Automatic Call Distribution: A key benefit of the strategic partnership to Customer Access has been the major investment in our core telephony platform. The MacFarlane ACD was replaced in May 2011 by Avaya technology. This has brought much needed resilience and stability to the service. In addition the Avaya ACD was implemented into other services that were running on the Ericsson Solidus call centre platform. AskHR, ICT Service Desk, Accounts Payable and Lancashire Parking are all services that are on the roadmap for transfer into the Customer Access Service and in the case of AskHR have already transferred. This has enabled quality call volume and profiles to be gathered in preparation for transfer.

The AVAYA technology is a multi-channel solution that also brings enhanced functionality that will enable the service to develop. These are:

- Enhanced IVR applications.
- Workforce Management.
- Customer Feedback.
- Quality Monitoring.
- Multi-media.

Much progress has been made particularly in relation to workforce management where this has proved invaluable in revisiting the work patterns for existing staff and services and tuning this in relation to maximising the use of the staff in relation to the call profiles. An adherence target of 95% has been set and we are approaching the point at which we will be able to evidence improvements in productivity.

Review of Customer Access: The reorganisation of the Customer Access Service (in line with best practice) is now well underway. All senior and middle manager posts have been made. In addition the key posts within Care Connect which are Care Connect Children's Service Manager, Care Connect Adult's Service Manager and Care Connect Customer Service Manager are all in post and are now working on the service design and take-on of the true 24/7 operation bringing together the four teams of CART, Intake, EDT and Customer Service Centre.

Transfer of AskHR: The AskHR Service was transferred to the Customer Access Service in the week commencing 24 October. The service transferred in 'As Is' and work is on-going with regard to bringing it in line with the standard processes and protocols associated with a Customer Service environment. Early wins on this front have been in introducing the staff to fixed rotas and ceasing flexi time. The workforce management tool assisted in allocating the correct rotas to ensure that staff rotas are matched to the call profiles. Further work is in hand relating to the development of a knowledge base and with regard to performance management.

Transfer of ICT Service Desk: The ICT Service Desk transferred into the Customer Access Centre on 9 May 2012. Fourteen FTE staff transferred over from County Hall.

Calls Answered Performance: Overall performance within the Customer Access Centre is good with percentage of calls answered continuing to exceed its target of 92% with a year to date figure of 94%. The Care Connect recovery roadmap is

starting to deliver improvements with the percentage of calls answered year to date at 83.6% against a target of 82.5% and continuing to improve. AskHR also continue to perform well against target with a year to date percentage of calls answered at 91.6% against a target of 85%.

The next twelve months:

- IVR has been introduced for the winter weather campaign and will shortly be deployed against the main contact number (0845 0530000) as an additional channel to redirect calls for District Councils, AskHR and Accounts Payable which are the highest volume calls on this number.
- Advanced IVR facility will be deployed which will enable services (such payments being taken) without the need to speak with a Customer Service Officer if customers choose.
- Extend opening hours initially to **include weekends 8am - 4pm** and then to move to a true 24/7 operating centre. This will initially focus on **Care Connect**.
- A new customer feedback service will be implemented which will not just provide valuable feedback on the quality of service offered but also enable intelligence to be gathered relating to the customer profiles for the various services.
- A **'Callback' feature** will be available on the main numbers which will enable customers to retain their place in the queue without needing to stay on the telephone; this will be of particular value at the busiest times.

2.5 Learning and Development

The Learning and Development Service achievements in 2011/2012 include:

The County Council agency worker spend in 2010/11 was £5.1 M. A target was set to further reduce this spend in 2011/12 by £1m. However, we have exceeded this target and through our 'Replace, Reduce and Redirect' strategy we have reduced the agency cost to the County Council by £2.4m in 2011/2012. The 'Replace, Reduce and Redirect' strategy aims to redirect opportunities to economic priority groups of WorkStart, Apprentice and Future Horizon participants and county council employees at risk of redundancy.

In 2011/2012 the Service was awarded the North West 'Macro Employer of the Year' by the National Apprenticeship Service, beating a range of multi-national organisations. This was in recognition of the work undertaken, to promote and encourage apprenticeships within Lancashire and be ambassadors for the Service. We also won the 'HR distinction Award' for talent management and execution and were national finalists in the annual Public Sector People managers' Association (PPMA) Awards for the category 'Innovation in work force and skills development'.

A review of the social care learning and development service took place during 2011/2012 which would make annual savings for the County Council of £260,000, whilst still delivering an excellent service to our customers. Within the back drop of this restructuring this service were highlighted by Ofsted in their recent Inspection of CYP Safeguarding and Children Looked After services, workforce development (inspected within Leadership and Management framework, as providing "a wide range of effective and high quality training courses that meet regulatory

requirements, address national and local issues and meet their developmental needs".

This service also increased support during 2011/2012 for Lancashire's Newly Qualified Social Workers and were able to support: 55 newly qualified social workers in their first year of employment - via the Children's Workforce Development Council (CWDC) Newly Qualified Social Work scheme; 44 social workers in their second year of employment - via the CWDC Early Professional Development Scheme and social workers on accredited post qualifying programmes. This has contributed heavily to the vast improvement in recruitment and retention figures for social workers in CYP (as noted by Ofsted, 2012).

In terms of our social work placement support, during 2011/12 the Learning and Development Team has arranged and supported over 180 social work placements, which is a 36% increase on 2010/11 figures.

The Service received an award on behalf of Lancashire County Council from the national charities Refuge and Respect. This was in recognition of the learning and development developed and undertaken for the "adoption of best practice for increasing the safety and welfare of employees in relation to Domestic Abuse". This was the only award given to an English local authority.

Within the last twelve months, the service has trained 14,615 delegates and following evaluation the satisfaction rating from our customers amounted to 94.64% 'satisfied and very satisfied'. In addition to the above 22,400 delegates have enrolled on e learning courses throughout the year.

The next twelve months:

- Implement the work agreed as part of the £10m legacy funding (agreed by Cabinet in June 2012) to make a real difference to the citizens and the economy of Lancashire.
- Delivering the Team Catalyst recommendations regarding Agency Worker usage in Lancashire County Council. The scope of this work will embrace schools and non-school usage.
- Leading on the whole e learning agenda as an alternative method to some areas of learning and development and the launch of a full learning management system.
- Developing, co-ordinating and delivering a blended style of high calibre leadership and development programmes across Lancashire County Council and with other authorities and partner organisations and delivering the Inspire suite of programmes underpinning the values of the Lancashire way.

2.6 Team Catalyst

'Team Catalyst' is now established with three secondees recruited from the County Council. The Team is funded by One Connect Limited as a mechanism for driving change across the County Council and to deliver agreed savings targets. The Team's work programme is project based and jointly agreed. However, they only work on generating savings for the County Council (of around £2 million per annum).

To date the Team has delivered ten reports to the County Council identifying potential savings of £2.1m, including:

- A review of the use of private conference and hotel facilities to reduce costs.
- A review of County Council owned training facilities to consolidate and rationalise.
- The use of Agency Staff and levels of spend.
- A review of all subscriptions with outside bodies to spend less.

Over 20 further projects are now in progress and include:

- A review of Petty Cash Systems and the provision of financial support to service users of Children's Social Care.
- Electronic Access to Libraries and the use of eBooks.
- County Council owned companies to review the company, the premises, staff, ICT systems and HR support.
- Channel shift projects: including use of faxes and Governor Services to reduce paper consumption.
- Review of County Council contracts with other organisations (for example District Councils, Lancashire Fire and Rescue Service (LFRS), Police Authority, its subsidiary companies) for any services (outside of One Connect Limited) to identify any which are out of date or in need of further review, and determine if they offer value for money.

3. Partnership Development

The key elements of a successful Partnership are all about; relationships, governance and business growth delivered by highly motivated staff supported by high quality technology. It is about developing close relationships with all customers and stakeholders.

In 2011/2012, the business development achievements included:

- Pendle Borough Council our first customer.
- West Lancashire Borough Council: go live of; ICT, Revenue and Benefit Services: October 2011. The first Borough to join the Partnership post go live and the first ever major shared services announcement of a public private partnership post contract go live.
- The online Procurement Portal (Connect2Buy) went live: October 2011.
- In March 2012 BT announced the creation of 350 new jobs in Accrington.
- Signing up all Lancashire Districts for a County-wide Geographical Information Service.
- Renewal of all ICT Contracts with all (12) Districts, Lancashire Fire Service, Lancashire Police Authority and Unison.

Work is on-going with a number of the Beneficiaries and other Organisations around the shared services platform. With work being progressed with the following organisations; Lancashire Police, Lancashire Police Authority, Lancashire Fire and Rescue Service, Cumbria City Council, West Lancashire Borough Council, Pendle

Borough Council, Chorley Borough Council and Lancaster City Council. It is expected that further successes will be reported. The focus in 2012/2013 will be on the business activity of; revenue and benefits particularly given the changes planned by Government in 2012/2013 (e.g. Social Fund, Universal Credit and discretionary Council Tax levels and ICT). In addition, the areas of; Telecare, Community Alarms, Lone Workers and Tele Health Services are also being explored.

4. Customer and Stakeholders

The Partnership will only thrive and expand as long as it delivers on its core commitment to key stakeholders and customers to the County Council, schools and other beneficiary organisations.

Some of the achievements for the past year (2011 / 2012) include:

Extended Hours:

- The Customer Service Centre is now open 8.00 am to 6.00 pm Monday to Friday.
- Care Connect has been extended from 8.00 am to 8.00 pm.
- It is planned that the hours of both service centres will continue to be extended during 2012/2013.
- The ICT Service Desk (Connect2ICT) and Ask HR (Connect2HRP) have extended their opening hours from 8.00 am to 6.00 pm (Monday to Friday) to provide better access to all staff and schools. All at no additional cost to the County Council.

Automatic Call Distribution (ACD)

The full IVR Winter Service was successfully launched in February 2012. The Winter IVR menu consists of 4 different options advising customers about the latest updates relating to; gritting, policy on gritting footways and roads, policy on **grit bins** and importantly for the first time enabled the emergency calls from Police to be handled as priority. Although this winter has been relatively mild, on Thursday 9 February the weather was very frosty and roads very slippery. That day the Highways line was offered 530 calls. Of which 230 went to the Winter IVR Menu (43%) by customer choice. Of these 230 calls, 115 were self served. Further deployment of self service using IVR is planned on the main number for; AskHR, Accounts Payable and District Services in April 2012. This is about giving additional choice to customers and offering 24 x 7 x 365 services.

The Core System Review is a root and branch review of the key (455) ICT applications deployed within Lancashire County Council. Each is considered and recommendations put forward (e.g. retire, consolidate, rationalise, replace or develop). Of the 455 ICT applications over 50% are in house systems and are not sustainable in the long term. The total number of applications is excessive. A target of less than 100 has been set. This work also covers the 30,000 Access databases.

Key ICT developments **and Service** Improvement Plans (SIPs) are either complete or in progress. The launch of Oracle HRP and Oracle R12 Financials stand out as key achievements as 'on time and in budget'. The process of continuous

improvement is now well underway. The aim of all Service Improvement Plans is to improve the way Services are delivered taking account of a combination of quality, economy, efficiency and effectiveness. These SIPs include a wide range of key developments including:

Project Name	Description	Status
ICT Service Desk and ITIL Service Improvement Plan	ICT service management best practice to consolidate and standardise supporting processes for the business, such as change, incident and problem management, and configuration and deployment management.	On target
ISSIS Replacement Programme for the Directorate of Children and Young People	A fundamental ICT system replacement. This is on target for go live is 2013.	On target
Content Management System	Upgrade CMS for deployment for internet and intranet with improved functionality in 2012.	On target
ISSIS Replacement Programme for Adult Social Care	A fundamental ICT system replacement. This on target for a go live 1 April 2013.	On target
Core Systems Review	A comprehensive review of all the County Council's core ICT systems. Phase I and II are complete.	On target
Network Convergence Service Improvement Plan	Converge the Corporate and CLEO network into a one County network service. This will be complete in 2012.	On target
Data Centre Programme	A review of the County Council's current data centre is complete. Now we are developing options and recommendations for the future provision of dual operating data centre services to meet the County's growth and business continuity requirements. A new centre is planned for 2013.	In progress

Project Name	Description	Status
Electronic Systems Management – A LCC Enterprise Content Service Resolution Services	Implementation of a new and innovative; document imaging, workflow and a new Electronic Records System during 2013.	In progress
Oracle HR and Payroll System	New Payroll System delivered within (9) months. On time and on budget.	Complete
Automatic Call Distribution	The ACD is now live and being developed to deliver real customer service benefits	Complete
Oracle Finance System	New R12 Finance and Procurement System	Complete

Table 4.1: Service Improvement Plans

5. People

A set of values is now in place that shape and govern behaviours. All built around the theme of ‘**SPiRiT**’ – a simple word but one which is easy to remember and which helps to capture the essence of the Partnership and its people. These values and behaviours underpin the strategic framework and its delivery.



Figure 5.1: SPiRiT

To build on the concept of **SPiRiT** within One Connect Limited and to embed the Vision and Values, a set of symbols representing each value was created. The branding is clearly visible throughout the buildings occupied by One Connect Limited, the intranet and at all staff engagement activities. Staff are familiar with **SPiRiT** and the set of behaviours which underpins the brand.



Figure 5.2: SPiRiT Theme Board

It is clearly important to continue to promote **behaviours** for how people should work together. These are critical factors in the Partnership for how people **want** to work together and underpin the vision and values of a successful business. This means a set of behaviours that makes working for One Connect Limited **distinctive** and ensures that we have the necessary skills and knowledge to undertake roles effectively.

These themes are interlinked and reinforce each other. They help to define One Connect Limited and give it a distinctive flavour helping generate the energy and enthusiasm to drive the challenging agenda for change which will ultimately improve services for the citizens, schools, businesses and organisations of Lancashire and ultimately beyond. They help to develop and deliver service excellence each and every day.



Figure 5.3: SPIRIT Theme

The One Connect Limited Intranet and Website (www.oneconnectlimited.co.uk) now embrace the brand of One Connect Limited. The SPIRIT values are included on both sites ensuring our people, customers and citizens of Lancashire know the values we live by and look to be judged by.

Lancashire House

As part of the transformation of Customer Access, the Customer Service Centre has been relocated to the new state of the art Lancashire House building in Accrington which was officially opened in February 2012 by His Royal Highness Prince Edward, The Earl of Wessex. The Royal visit commenced with an official welcome by guests from Lancashire County Council, BT and One Connect Limited. His Royal Highness was given a tour of the building and was introduced to staff from all areas of the Customer Service Centre as well as those staff who have joined the newly established Duke of Edinburgh's Gold Award Programme within One Connect Limited.

Duke of Edinburgh Award

In support of One Connect Limited's commitment to be an employer of choice and to develop and invest in people, One Connect Limited have partnered with the Duke of Edinburgh Award Scheme to run the Gold Awards programme to members of staff within One Connect Limited who volunteer and are under the age of 25 over the next three years. His Royal Highness, The Earl of Wessex officially marked the start of the Duke of Edinburgh's Award Programme within One Connect Limited during his visit to Lancashire House in February.

Learning Management System: Connect2Learn

One Connect Limited launched Connect2Learn, its new Learning Management System (LMS). The LMS system will help to improve learning and development across the organisation.

Stakeholders Reports:

The Stakeholders Report will be one avenue explored to ensure all stakeholders are kept well informed of our; work, performance, progress and all our achievements.

The Report is produced quarterly and will be distributed through a variety of channels. These include:

- **Mailshot**
The Stakeholders Report will be sent electronically or by post to all appropriate customers. It will also be sent to the elected members of Lancashire County Council who work directly within the Lancashire community. It is intended that this approach will also help to publicise and promote our work within the community.
- **The Website**
- Through the news feature and within the 'About Us' section of our website, www.oneconnectlimited.co.uk, this report will be available to view and download on our website:
- **The intranet**
The report is available to all One Connect Limited staff on the intranet. The report will also be sent to Lancashire County Council and BT who may wish to communicate this on their respective intranet sites also.

Staff Forum

A Staff Forum is part of One Connect Limited's commitment to fair and representative consultation with all its workers. This is in addition to the formalized collective bargaining framework and arrangements with the recognized trade unions. It is designed to give an additional voice to those One Connect Limited employees who choose not to be members of a trade union. It gives them an opportunity to discuss, to air issues similar and make suggestions. Negotiations of terms and conditions are out of scope and only take place with the trade unions in line with the local collective bargaining agreement.

There are six volunteers from across areas of One Connect Limited who now serve as Staff Forum Representatives. These Representatives act on behalf of staff by taking any work related questions, comments and feedback to the quarterly Staff Forum meetings which are chaired by the Chief Executive. The first Staff Forum meeting successfully took place in February.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The purpose of this report is to set out the ongoing progress made by One Connect Limited. Risks are assessed by One Connect Limited in relation to ongoing projects

Any representations made to the Cabinet Committee prior to the issue being considered in accordance with the Public Notice of Forward Plans

Name: Organisation: Comments:

N/A

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact/Directorate/Tel
Reports to the Cabinet Committee -		Dave Gorman, Office of the Chief Executive, (01772) 534261

Reason for inclusion in Part II, if appropriate

N/A