Cabinet Committee on Performance Improvement
Meeting to be held on Wednesday, 18 April 2018

| Electoral Division affected: |
| All |

BT Lancashire Services Governance and Performance Monitoring
(Appendices 'A' and 'B' refer)

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Executive Summary

This report provides an update on the Service Governance and Performance Monitoring of the County Council's strategic partnership with BT Lancashire Services. The report covers April 2017 to February 2018.

Further information providing a more comprehensive measurement of service delivery is provided at Appendix 'A'. A letter from NHS England is attached at Appendix 'B'.

Recommendation

The Cabinet Committee on Performance Improvement is asked to comment on and note the contents of this report.

Background and Advice

This report sets out the performance of the County Council's strategic partner, BT Lancashire Services, against agreed performance indicators for April 2017 to February 2018. In addition to this, the report sets out the wider approach adopted to ensure the Information and Communications Technology and Payroll and Recruitment Services support the organisation and contributes to the strategic priorities and objectives of the Council and sets out key achievements and areas of focus.

The scope of the strategic partnership is as follows:

Payroll and Recruitment Services

The scope of Payroll and Recruitment Services is set out within Schedules 24 and 25 of the Service Provision Agreement between Lancashire County Council and BT

Lancashire Services dated 16 April 2014 ("the Service Provision Agreement"). The Service is currently delivered through:

- Payroll Services: Various teams undertaking payroll and pensions' processing work and handling the transactional enquiries that cannot be dealt with at 'first point of contact'.

- Resourcing: Undertaking job analysis and design and providing 'end to end' recruitment support services. Assessment centre activities are also supported.

Information and Communications Technology Services

The scope of the Information and Communications Technology Service is set out within Schedule 19 of the amended Service Provision Agreement between the County Council and BT Lancashire Services dated 16 April 2014 ("the Service Provision Agreement"). The Service is currently delivered through:

- Provision of a Customer Service Desk function.
- Desktop, Network and Infrastructure Support.
- Support of key applications.
- Delivery of Information and Communications Technology projects and Service Improvement Plans.

Achievement of Key Performance Measures

The key performance indicators against which BT Lancashire Services are monitored are set out at Appendix 'A'.

Payroll and Recruitment Services

All contractual and non-contractual performance targets were met between April 2017 and February 2018.

The Payroll and Recruitment team provides a range of services for circa 40,000 employees working within Lancashire County Council, Lancashire Constabulary, Lancashire Police and Crime Commissioner, South Ribble Borough Council, West Lancashire Borough Council and in excess of 560 Schools and Academies.

Performance

The Service Level Agreement comprises three performance indicators covering payroll and recruitment elements. Of these, two are contractual indicators and one is a non-contractual indicator.

Contractual
- % payroll errors attributable to the Partnership. *Target <0.4%*

- % of changes and associated adjustments including arrears processed that were received by the published payroll deadline. *Target 99%*

Non Contractual
- % Disclosure and Barring Service checks processed within two working days of receipt of all necessary information. *Target 75%*

As can be seen from the table below, the service has consistently met both the contractual and non-contractual service level agreement targets, throughout the entire contract period:

Service Level Agreement Target	2014/15	2015/16	2016/17	Year to date 2017/18
Annual Error Rate **Service Level Agreement Target <0.4%**	0.3%	0.1%	0.1%	0.1%
% of Changes processed by the published payroll deadline **Service Level Agreement Target 99%**	100%	100%	100%	100%
% Disclosure and Barring Service checks processed within two working days of receiving necessary information **Service Level Agreement Target 75%**	95%	100%	98%	100%

The service processes in excess of 480,000 salary payments per annum, and in excess of 13,000 Disclosure and Barring Checks. Error rates continue to be maintained well below the Service Level Agreement targets and are currently only at 0.1% of 43,000 payments per month.

In addition to the contractual targets the service measures performance against a range of key performance indicators and performance is also consistently above local targets, for example;-

- Over 16,000 contract letters issued in 2017, on average within 5 days from Oracle system change, 5 days ahead of key performance indicators.

- 85% of Disclosure and Barring Service forms in 2017 were processed within 24hrs, 1 day ahead of key performance indicators, 99.7% of the forms processed within 48 hours, well ahead of 75% key performance indicators..

Support and Developments

The service strives to continually improve, but needs to ensure it maintains adequate resources to be able to react and support both national and local developments and needs. Several areas of support and development delivered during this period include:-

- *Service Restructure*: A new service structure was implemented in February 2018 which provides: a more integrated and flexible structure bolstering processing capability balanced with simplified management arrangements, improved ability to target resource in line with demand and better opportunity to exploit the synergies of both functions with increased opportunity for development. This has also enabled a recurring saving of £174k per annum to be passed back to the council with effect from 2018/19.

- *Disclosure Barring Service*: Activity has been undertaken throughout the year to progress the implementation of an automated solution to process circa 13,000 forms per annum. This has included the scoping of a statement of requirements document and attendance at supplier demonstrations, which has led to a preferred solution being identified. The online solution once implemented will reduce application processing time by 50%, negate errors and improve security. Key stakeholders have been involved in the process and feedback to date has been extremely positive. The implementation of the new system is anticipated to be in July 2018.

- *Recruitment Services:* In order to assist the council in identifying priority areas of recruitment activity for development, detailed staff surveys were developed and issued, an evaluation of responses produced, ongoing development plans aligned to areas of challenge and new plans devised to address any gaps. The service will now work to deliver a significant element of these developments which include: completing the systems options appraisal to review whether to change or develop the recruitment system, reviewing and improving the sourcing of jobs and undertaking a significant end to end business process review on the 'joiner' process, to recommend action to optimise sizeable benefits across many service areas of the council.

- *Apprenticeship Levy:* The introduction of the legislation for the Apprenticeship Levy from April 2017 represented a significant piece of work which affected the service, County Council and schools. Following close engagement with key stakeholders and clients and extensive testing, eight new payrolls were successfully created to ensure the legislation was fully met and the full impact effectively communicated.

- *Improved Management Information & Reduction of Overpayments*: New and improved management information was introduced during the year which enables more robust and detailed monitoring of service activity specifically around overpayments and payments on account. This enabled the service to identify service areas with high rates and target proactive education and awareness at Head of Service and Service Senior Management Team level. As a result of this activity both the volumes and values of overpayments across the council are forecast to reduce by circa 30% from 2016/17 to 2017/18.

- *Teachers Pensions Monthly Data Collection:* : A significant amount of work has been undertaken with regards to introducing statutory requirements surrounding the collection and reporting of monthly data collection. This change will remove the requirement for the Annual Return of Service for members of the Teachers Pensions Scheme and completion of pension's starter and leaver's forms. A significant task which due to the success of early preparatory work and extensive testing resulted in Teachers Pensions requesting the council to implement an early 'go live'.

- *Lancashire County Council Transformation*: Continued provision of support for Lancashire County Council Transformation, working closely with Corporate Human Resources to deliver organisation restructure within agreed timetables.

Customer Feedback

Feedback received by the Recruitment Service completed following the provision of support relating to the two year period January 2016 – January 2018, shows circa 86% of Lancashire County Council staff felt the service provided to them by the service Exceeded Expectations / Good, 13% Satisfactory and less than 1% Not Satisfactory.

Quality

In May 2017 the service gained accreditation in the Chartered Institute of Payroll Professionals (the international payroll professional body), Payroll Quality Partnership and Payroll Assurance Scheme. Gaining the highly acclaimed accreditations provides evidence that the Chartered Institute of Payroll Professionals recognises BT Lancashire Services of having the payroll and associated processes that are fit for purpose to comply with statutory legislation and the development of their payroll people. It provides our clients with the peace of mind that the service will meet their requirements fully, as this recognises that we have the knowledge, expertise, staff training, processes and procedures in place to ensure that we deliver a first class service.

The accreditations represent the industry standard for delivery of high quality payroll services and ensure that BT Lancashire Services remains in line with other major internationally recognised payroll providers.

The service also received Full Assurance from Lancashire County Council Internal Audit following the last detailed payroll processing audit, which is an exceptional achievement.

Information and Communications Technology Services

Performance

All contractual performance targets are currently being met. Whilst the contractual targets must be measured and monitored, it is equally important that the Information and Communications Technology service supports the strategic direction of the County Council and works with services to ensure that priorities are met. Some of the key developments over the last few months are set out below:

Information Technology Security and Cyber-attack readiness

Cyber-attacks, such as the global cybercrime ransomware attack on Friday 12 May 2017, which had a serious impact on the National Health Service, have highlighted the significant impact viruses can have on an organisation and the importance of investment (on a recurring basis) in the latest technology, systems, standards, processes and people skills to minimise and mitigate against the risk of such attacks.

Lancashire County Council was not impacted by that attack, largely due to the significant investments in Security Systems and products over the last five years and the effective security measures that have been put in place by Information and Communications Technology Services to protect the County Council's network and services, and also through the swift, co-ordinated response by the staff as details began to emerge. Their actions ensured that every measure to protect against this particular threat were implemented as soon as possible. Furthermore BT Lancashire Services were able to offer direct support to colleagues in Lancashire, and South Cumbria National Health Service to recover from the significant impact on their networks caused by the attack, which was also acknowledged by the National Health Service team, as set out in the letter to the former Chief Executive at Appendix 'B').

BT Lancashire Services have a dedicated Security Operations Centre which is a team of security experts that make best use of the security tools available to respond to known and emerging attacks. The Security Operations Centre will also ensure we stay aligned to the Information Security Management System that is based upon the industry standard ISO27001. BT Lancashire Services also contract with an independent supplier annually to carry out penetration stress tests on our infrastructure to search out for any vulnerabilities we may not be aware of and which can subsequently be addressed. The Council networks are also built and managed

by BT Lancashire Services to fully comply with HM Governments Public Sector Networks standard.

In addition, a robust backup regime using state of the art high speed and modern backup technology and techniques ensures that all core systems, team and personal data is regularly backed up and can be restored quickly if data is compromised as a result of a cyber-attack. Backups are taken on a nightly basis, and the backups replicated to a second data centre in Manchester on a daily basis. Central control and distribution of operating and application software is in place using state of the art system management and monitoring toolsets to ensure there is a robust, structured approach to software patching and version control across the Council. A full suite of the very latest data security applications and solutions has been implemented to provide a multilayer of protection against malicious attacks.

General Data Protection Regulation

BT Lancashire Services act as the processor of data for Lancashire County Council and beneficiaries. To support the County Council in their role as data controllers, a governance framework, has been established chaired by BT Lancashire Services Chief Operating Officer, to deliver a planned and robust approach that enables increased responsibility as a result of legislative change to be identified.

To support the governance framework, key BT Lancashire Services staff meet regularly with the County Council's Information Governance Manager and are fully engaged with BT's Head of General Data Protection Regulation and Privacy Teams, where good practice is discussed and subsequently implemented across our working practices and procedures. The approach to data protection is already established, as BT Lancashire Services currently work to recognised data protection principles, industry best practice and deliver the contractual obligations related to data security and protection. BT Lancashire Services undertake rigorous approval processes to allow system access to any suppliers and have established internal protocols that protect all data. All supplier contracts include strict protocols and obligations that protect the County Council's systems and all clauses are currently being uplifted by BT Legal Teams to ensure General Data Protection Regulation compliance of every supplier that is engaged. To support this further, privacy by design procedures are also being introduced early in the Requirement for Proposal process. This ensures that full data protection and related risks have been considered and senior customer approvals are obtained upfront from the County Council prior to commencing any piece of work. This ensures a fully inclusive approach to identify, mitigate and reduce all General Data Protection Regulation risks at both a processor and controller level.

A key element of the change centres on staff awareness to ensure BT Lancashire Services staff all understand their personal roles and accountability. BT Lancashire Services fully adopts Lancashire County Council's Information Governance Policies

and all mandatory training is published, tracked and reported to managers to ensure all staff are aware of the changes and Lancashire County Councils policies. In addition, BT Lancashire Services has created a General Data Protection Regulation intranet page and provided workshops to its Management Teams to enable each team to cascade in team meetings, Performance and Development Reviews and One to Ones with every member of staff. General Data Protection Regulation has also featured in BT Lancashire Services corporate events, newsletters and intranet alerts.

Information and Communications Technology Portal (Service Now)

Information and Communications Technology have reformed their front line Service Desk and implemented a new Information and Communications Technology Service Centre structure which allows the team to resolve over 75% of all incidents at first point of contact. As part of this Service improvement BT Lancashire Services have invested over £500k in a new Information and Communications Technology Service Management platform which includes an upgraded user web portal which is simpler to use, more intuitive with a friendly look and feel. Users can now see who is working on their incident/issue at any point in time and can easily communicate with the Technical Support Officer during the repair cycle. Importantly, incidents/requests submitted via the portal are prioritised with dedicated resource ready to respond to new requests within 30 minutes of submission.

Customer satisfaction on the Service Centre has significantly improved this year. In February 2018 over 95% of customers rated the service as excellent or good. Users no longer need to wait in a telephony queue which is especially important on specific days of the week, times of year and times of the day when demand peaks e.g. school census weeks, post school holiday weeks, weather events forcing more home working and so on. The Portal also includes video 'how to' guides, a single search engine for all types of services e.g. catalogue and service requests and allows personalisation, i.e. the portal automatically recognises who is raising the request and auto populates the information about their assets, their incidents and requests to save them time when reporting an issue.

Key Projects

Highways/Property/Project Management Systems Implementation - The 'Asset Management System' project consisted of four inter related projects delivering market leading solutions for: Property Asset Management, Project and Program Management Systems, Highways Asset Management System as well as upgrading the Oracle module for costing and billing. The Property Asset Management System and Programme and Project Management Systems were made live on 1 July 2016 and the Highways Asset Management System was operational from 1 April 2017. The implementation of these new systems and the changes to operational processes

has proved to be quite significant within the services and has caused a lot of concern and frustration. Operational performance continues to be closely monitored by the Core Systems Team in the County Council to ensure the system is being used properly, that staff within the service areas are adequately trained and that the system and processes are working effectively. To that end, there has been a number of minor upgrades and changes provided to fix some of the initial teething problems that were being experienced. The Core systems team continue to work with the business to ensure the system is fully utilised and that the benefits are realised and are actively working with BT Lancashire Services and the services on the Assets Core systems roadmap.

On line Admissions and Education Management System – BT Lancashire Services successfully delivered the first phase of the replacement Education Management system, the new On Line Admissions system in September. This was a highly complex and challenging delivery and Phase 2 met the mandatory implementation date of November, going live with the core system, Impulse v14 to all users. The linked systems were subsequently switched on in phases for customers, completing on 13 November 2017. Final handover of BT Lancashire Services support as part of 'Early Life Support' started in December 2017 and is due to conclude in March 2018, which will deliver all the functionality for the County Council to fulfil its role in supporting pupils and schools.

Early Help Module & Education, Health and Care Plans - BT Lancashire Services have worked with the organisation to determine the requirements and select systems to meet the need. Liquid Logic modules were selected as the best fit. The funded design stage, to devise a business and Information and Communications Technology solution to support the Early Help Module and Education, Health and Care Plans service areas and processes, was delivered in November 2017. This is despite the scope of the project increasing to include the Multi Agency Safeguarding Hub and Child Sexual Exploitation service areas, and the design of an integrated Lancashire Constabulary case management solution. Implementation of the solutions are now well underway with implementation planned for late 2018. This solution will enable the authority to deliver a complex but fully integrated system for children's services.

Condeco –The Condeco Room Booking system went live on 9 August 2017. This project has replaced the old room booking system on the intranet with a new system that allows rooms to be booked, rearranged and cancelled through Microsoft Outlook, checking availability for the user and provides LCD screens outside each room to visualise bookings. This Improved functionality saves time for all staff through removing the need to use two systems. The facility for meeting room bookings to be cancelled automatically by the system if they are not started within 15 minutes has increased the availability of rooms for meetings.

Homecare Mobilisation – The proof of concept for homecare mobilisation was delivered for Lancashire County Council Adult Social Care in November 2017. The aim of the proof of concept was to demonstrate the system's capability to support changes to the commissioning for homecare. The successful delivery has generated a further two projects to deliver reporting functionality to assist in the rotational selection of care providers and analysis of care packages offered, accepted, rejected and commissioned.

Secure email and collaboration workspace – The corporate solution to provide an easy to use method of secure email was purchased from the supplier Egress in December 2017 and the pilot implementation commenced in January 2018. The solution not only allows Lancashire County Council staff to send secure emails to external recipients, but receive them as well. A secure method for multiple internal and external parties to collaborate on documents has also been purchased from Egress and this will be piloted in April 2018 with Lancashire County Council service areas which have a business need for this functionality. Both solutions will enable services to undertake their work and will significantly improve data protection compliance.

Libraries - With the Lancashire County Council decision to re-open 11 libraries, BT Lancashire Services worked against very challenging timescales to order new equipment and set up services and new infrastructure for the libraries. This included, but was not limited to; network connectivity, PNET provision, new corporate desktops in line with current equipment, reinstatement of software such as Alto and Netloan, re-provision of Corporate and Public printers, and removal of redundant information and communications technology equipment from site. BT Lancashire Services provided support to identify and resolve snags, with Engineers reacting immediately to any issues back at County Hall and floorwalking support for Day 1 of each of the 11 reopenings. The 11 libraries were successfully reopened between November 2017 and March 2018 and Lancashire County Council are now finalising plans to identify further libraries to reopen or relocate, which will again require BT Lancashire Services support.

Pensions - The move was successfully completed on target at the beginning of December 2017, with all the shared, personal and Altair data migrated to Local Pensions Partnership with no issues experienced by the customer. This was a significant step in the move away from the utilization of BT Lancashire Services Information and Communications Technology Services by the Local Pensions Partnership as they leave the County Council. Information and Communications Technology have set up a secure network to allow Pensions to continue to access the following services for a minimum of 2 years:

- EPIC (Employers Payroll Information Collection)
- Oracle

- Web series BACS
- Historical data (Delphi)

OPPORTUNITIES

The implementation of more core systems over recent months provides the Council with the opportunity to deliver the anticipated benefits as well as deliver savings. To ensure the council maximises its investment so far it is important that systems are up to date and that opportunities for either enhancement or deployment into other areas of the business are in place. The current systems provide a great platform for the future and plans are already in place to support:

Partnership working - This work is being taken forward in two ways – sharing of data and shared/agile working. The ability to share data with key agencies is in place. A significant amount of work with the care systems has already been developed to ensure the council is able to extract or capture a unique identifier (National Health Service number) which means that data can be shared with the NHS. Developments for the future that are planned include electronic hospital discharges that will provide real time information on patients that have been discharged from hospital but may need social care.

Discussions are also underway to ensure that staff, regardless of which partner agency they work for, are able to work from shared premises. Engagement with the NHS through the Digital Health Board is strong and this agenda is being taken forward. Discussions are focussed on ensuring and enabling access and sharing of data rather than using common systems.

In addition the following projects have commenced:

Lancashire Patient Record Exchange Services - is an initiative started by Lancashire Care Foundation Trust to allow the sharing of information between the different areas of the health service and related organisations in the North-West of England, including Lancashire County Council. BT Lancashire Services are currently engaged to provide a technical proof of concept and to assist end users in defining their key requirements in terms of types of information that would provide a real benefit to them in everyday usage scenarios. Upon completion of delivery of this stage the Lancashire Patient Record Exchange Services project will be amalgamated into the Digital Discharge to Social Care Project as it is a key technical prerequisite to enable the successful delivery of that Project.

Lancashire Constabulary – There are two key initiatives underway in conjunction with Lancashire Constabulary. The first relates to the Early Help Module and the sharing of a case management system for the early Action Teams as mentioned

earlier and the second relates to sharing knowledge. This second project is to allow Lancashire Constabulary and Lancashire County Council to exchange information. Where Lancashire Constabulary take a 999 call, integration with Lancashire County Council systems will allow someone involved in a call who is a person of interest to Lancashire County Council, i.e. have they got a Social Worker, to have a flag placed on Lancashire Constabulary and Lancashire County Council systems. No personal information is shared, but the flag will tell an officer about to attend a call that the person has a case and a contact in Lancashire County Council. Consequentially, people under social care will get a flag on Lancashire County Council systems to say they have been involved in a matter that involves the police, but not what it is that they have been involved in. This is the first electronic interaction between Lancashire Constabulary and Lancashire County Council. The proposal has been approved by Lancashire Constabulary and this week a purchase order has been raised to Liquidlogic for delivery before end of December 2018. This project will be delivered in parallel with the Early Help Module and Education, Health and Care Plans by the same team.

Digital Discharge to Social Care - BT Lancashire Services have worked closely with Lancashire County Council and NHS representatives to provide key input to help formulate a robust bid to NHS England in challenging timescales. On 9th March 2018 Lancashire County Council were successfully awarded a grant from NHS England, which has provided key funding to enable a project to commence which will deliver the technology needed to allow digital discharge to be captured on Lancashire County Council's Social Care System. The Project Team are currently being mobilised and initiation activities will commence in early April. BT Lancashire Services will work collaboratively with Core System's Team, Programme Office and the NHS to ensure successful project delivery across complex organisational boundaries to the required deadline of 31st March 2019.

Agile Working

The County Council is increasingly moving towards an agile workforce. Supporting this workforce with technology that supports this way of working will need to include investment in technology and infrastructure in our buildings, remote access to systems and the investment in the core business systems support this requirement. To date this is largely on track with over 60% of the workforce now using an agile laptop allowing them to work from any location with a Wi-Fi connection. This is a 30% increase over the last 2 years with a target of 80% of the workforce to have a laptop by 2020. In addition BT Lancashire Services in conjunction with Learning and Development have rolled out 1500 Yoga laptop/tablet devices and smartphones (including mandatory user training) for Social Workers plus another 300 bought by other types of service users e.g. Children's, Family and Wellbeing Service. The Yoga and the Smartphone work in tandem to allow the Social worker to update back office

systems in real time from any location (including a service users home) using a 3/4G Wi-Fi signal.

Managing the Information and Communications Technology Estate

Many of the core systems replaced existing systems. These systems incur costs including licences, back-up and storage of data as well as support costs to keep the systems going. A focussed programme of work to ensure legacy systems are fully decommissioned and costs removed from the organisation is currently underway.

Much of the above can be supported through technology but to be really effective the culture within services and the organisation as a whole will need to recognise the need to change and the benefits of doing so. At the same time it has to be recognised that technology alone cannot achieve this, and that the need for services to engage and at times challenge and change working practices and processes will be needed. This is a major challenge for all organisations and will be picked up as part of wider approach to developing our workforce. Business processes and managing systems effectively into services now forms part of all information and communications technology change implementation plans and engagement between services and BT Lancashire Services is developing.

Financial Benefits

LCC approached BT Lancashire Services to ask if it could reduce the annual affordability charge to Lancashire County Council by a value of £3m (£1m in 2015/16 and a further £2m in 2017/18). BT Lancashire Services advised that any affordability reductions should be cost neutral and therefore equivalent cost should be taken out of the business. With this in mind, BT Lancashire Services provided Lancashire County Council with a list of potential savings opportunities. Not all were acceptable to Lancashire County Council, for example the moving of Oracle support to a non-Oracle provider, however the savings opportunities that have since been delivered are detailed in the table below. These are the annual savings for 2017/18 and 2018/19 (estimated) and have been delivered over the course of the last 2 years.

In addition to the savings detailed below £0.390m of further savings relating to the Printing Strategy where delivered in 2017/18. Savings relating to the Printing Strategy have been reflected in the budget since 2014/15 with the value of savings achieved increasing each year. The savings detailed below exclude some smaller savings which have been delivered on schools budgets, for example savings on Disclosure and Barring Service costs.

Savings delivered by BT Lancashire Services against Lancashire County Council's wider non corporate telephony budget in 2017/18 are estimated and may change following the closure of the accounts for 2017/18.

Significant progress has been made in delivering the required savings and work continues to deliver further savings in future years.

	Annual Saving 2017/18 £000s	Estimated Annual Saving 2018/19 £000s
Return of Schedule 11 affordability	1,000	1,000
Return of affordability due to LCC funding VRs for 2 BT Lancashire Services secondees	64	125
Payroll & Recruitment reorganisation, staff savings generated.	0	174
Licence reduction - Avaya replacement with Anana	141	141
Licence reduction - vBlock refresh	63	63
Licence reduction - Enhanced Firewalls project	23	23
Site Reductions - Savings against affordability due to Skype for Business rollout and site closures	200	200
Printing Strategy - Maximisation of the use of the Xerox contract and associated equipment. Lancashire County Council share of savings against the affordability. Reduction against affordability can vary slightly each year.	197	197
Mobile telephony - Gross savings on new contract. Note that net savings are less due to Lancashire County Council spend on new mobile devices.	548	548
Disclosure Barring Service - Change in policy no longer require rechecking every 3 years. Reduction against affordability can vary slightly each year.	100	100
Savings delivered by BT Lancashire Services against Lancashire County Council's wider non corporate telephony budget due to the Skype for Business rollout. Savings achieved are net of the cost of re-opening of libraries.	140	234
Total	**2,476**	**2,805**

BT Lancashire Services Update

BT Lancashire Services Staffing Update – April 2017 to February 2018

- Following full staff consultations and feedback sessions, both staff restructures within the Revenue and Benefits Service (West Lancashire) and Payroll and

Recruitment Services were concluded, with staff in post from 1 April 2017 and January 2018 respectively.

- This year's staff events took place in early February, and followed the successful format over the last 2 years - separate, service-focused events in each of the service areas. Feedback was positive, with staff claiming they felt information shared was open and honest and were provided with an opportunity to share ideas and concerns, much of which related to the future of the contract. Of the 236 people who completed the event feedback survey, 78% felt they had gained valuable knowledge from the sessions, and 83% rated the event 'overall' between 4 and 5, with 5 being excellent. The next full Annual Staff Survey is scheduled for April 2018.

- **Health and Safety**

  ❖ All Risk Assessments were reviewed and all Workplace Inspections carried out with no major issues found;
  ❖ To guide and support Managers in recording Accidents, Incidents and Near Misses, an Audio PowerPoint was produced and communicated to Managers in February via Manager Bulletin No.15;
  ❖ The remaining service areas undertook their Year 2 County Council eQuestionnaire Audits. Following discussions with Lancashire County Council's Health, Safety and Quality Manager in respect of the full Audit results, a further Audio PowerPoint has been developed and will be communicated to Managers on the next Manager Bulletin;
  ❖ The West Lancashire Borough Council health and safety team undertook an external audit of the Revenue and Benefits Service and resulted in a pass mark of 73% - much improved from 57.5% in 2016;
  ❖ To assist Lancashire County Council in their wellbeing campaign, and to help maintain or improve current BT Lancashire Services absence levels, an intranet page was created to help signpost individuals to relevant guidance and support;

- **Improved internal communications**

  ❖ A new look intranet was launched with more user-friendly navigation and improved functionality including a Task Calendar and a Sell, Seek and Swap page, and was met with positive feedback;
  ❖ Three Manager Bulletins communicated health and safety, resource management and training and development information;
  ❖ A 'Corporate Strategy Board' was set up to include the cascading of corporate information between the teams;

❖ Since the launch of the Staff Newsletter in September 2016, a further 4 issues were published, keeping staff up-to-date on their colleagues' news, such as special birthdays and anniversaries, welcomes and goodbyes to new starters and leavers, charity events and more.

❖ A new General Data Protection Regulation intranet page was launched and development on the wider Information Security Management System guidance commenced.

• In terms of reward and recognition, from April to February, 576 individual and 122 team champions were received and 42 Inspirations were submitted.

• To work alongside the Managers Portal on the intranet, which was launched in February 2017, development work on a new Employee Portal was undertaken throughout the year, to provide step-by-step guidance on policies, employee tasks and responsibilities. Go-live date is planned to coincide with the development work on the Oracle Manager and Employee Toolkits. Both Toolkits will be used purely to hold records for training, performance reviews and health and safety in relation to display screen equipment with the guidance element being transferred to the 2 intranet Portals.

• **Training**

Training of staff is seen as an essential element of maintaining a skilled and productive workforce. Staff have undertaken training in many technical areas including Information and Communications Technology, Finance and Chartered Institute for Personnel Development, the mandatory eLearning in line with Lancashire County Council policy as well as some of the Lancashire County Council own internal courses. In addition 16 staff have registered for various Apprenticeship Frameworks such as Network Engineer, Assistant Accountant, Customer Service and associate Project Manager.

Consultations

BT Lancashire Services have been consulted and contributed to this report and its content.

Implications:

This item has the following implications, as indicated:

List of Background Papers

Paper	Date	Contact/Tel

N/A

Reason for inclusion in Part II, if appropriate

N/A