Cabinet Committee on Performance Improvement
Meeting to be held on 25th October 2016

| Electoral Division affected: |
| All |

BTLS Service Governance and Performance Monitoring Report
(Appendix 'A' refers)

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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. The report covers April to August 2016.

Further information providing a more comprehensive measurement of service delivery is provided at Appendix 'A'.

Recommendation

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

This report sets out the performance of the County Council's strategic partner, BTLS, against agreed performance indicators for April to August 2016. In addition to this, the report sets out the wider approach adopted, to ensure the ICT and Payroll and Recruitment services support the organisation and contribute 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 the County Council and BTLS 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

ICT Services

The scope of the ICT Service is set out within Schedule 19 of the amended Service Provision Agreement between the County Council and BTLS 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 ICT projects and Service Improvement Plans

Achievement of Key Performance Measures

The key performance indicators against which BTLS are monitored are set out at Appendix 'A'.

Payroll and Recruitment Services

All contractual and non-contractual performance targets were met between March 2016 and August 2016.

The Payroll and Recruitment team provides a range of services for more than 48,000 employees working within LCC, Lancashire Constabulary, Lancashire Police and Crime Commissioner, South Ribble Borough Council and in excess of 560 Schools and Academies. Both services are located at Lancashire Place, Ormskirk and the range of services they provide include:-

Performance

The Service Level Agreement (SLA) 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
- % DBS 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 SLA targets, since the BTLS contract commenced in April 2014:

SLA Target	2014/15	2015/16	Year to date 2016/17
Annual Error Rate *SLA Target <0.4%*	0.3%	0.1%	0.1%
% of Changes processed by the published payroll deadline *SLA Target 99%*	100%	100%	100%
% DBS checks processed within two working days of receipt of necessary information *SLA Target 75%*	95%	100%	96%

The service processes in excess of 550,000 salary payments per annum, and in excess of 12,000 Disclosure and Barring Checks. Error rates continue to be maintained well below the SLA targets and are currently only at 0.1% of in excess of 46,000 payments per month.

Approximately 48% of all errors that do occur relate to LCC, 17% relate to errors actioned within BTLS, with the remaining errors occurring as a result of other key stakeholder action. Work is underway to establish the root cause of these errors and to put in steps to reduce these. This activity and the outcomes will be measured on a monthly basis.

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 currently underway include:-

- *Oracle*: Since its implementation in May 2011, the BTLS Payroll service has continuously reviewed the functionality, and developed the system to meet contractual and statutory obligations, in addition to enhancing the self-service functionality to respond to customer feedback. As knowledge of the system has grown since its implementation, areas for development have become apparent; a review of payroll elements has commenced and the number of elements reduced for employee and manager self-service. Current and future developments include the introduction of additional audit controls, the support of the implementation of the apprenticeship levy, automation of schools new starters process via manager self-service.

- *DBS* : the Disclosure and Barring Service are due to introduce an online application process in November 2016. The system is known as R1 Modernisation Project and will allow applicants to apply online and submit their online application form electronically to Recruitment Services to countersign, before being electronically sent to DBS for processing. In principle, the project on completion should have significant benefits for the service and applicants, however the introduction of this system was originally scheduled late 2015 and still very little detail has been provided. The DBS historically has not provided much notice of the detail when introducing change, and therefore once plans do become available, project planning, communication and training will become a key priority for the service. This will be undertaken in conjunction with the

county council, to ensure the impact of the change is fully understood and that any changes in working practices are fully defined, communicated and managed into the business.

ICT Services

Performance

All contractual and non-contractual performance targets were met between March 2016 and August 2016. Whilst the contractual targets must be measured and monitored, it is equally important that the ICT 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:

Highways/Property/Project Management Systems Implementation

The 'Asset Management System' project consists 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 Program and Project Management Systems were made live on the 1st of July 2016. A performance management framework has been established and is being closely monitored to ensure the system is being used and to identify any potential problems. Escalation routes have been established and are still in place to deal with any emerging issues. Progress to date is good, however it is important that monitoring is ongoing as some users, particularly in schools, have not used the system due to school holidays etc.

A decommissioning strategy will also be introduced shortly to ensure that those systems that have been replaced by the new ones are de-commissioned and in doing so, licence costs are saved.

The Highways Asset Management System is currently in user acceptance testing and moving towards go live in the next few months. The final date for implementation will be dependent upon the outcome of the testing. A significant training programme to train all users on the new system has been planned and will start in October.

Project Accuracy

In September 2015, Ofsted raised concerns about the Liquid Logic system and its ability to produce reliable information on which decision making could be based. In response to this, a working group 'Project Accuracy', chaired by the deputy Chief Executive, was established. The group was made up of a range specialisms from service delivery and business intelligence to systems development. This was in recognition of the fact that the issues raised resulted from a range of problems and that in order to resolve these, the input of a wide range of services was needed. The outcome of the work was reported to the Audit and Governance Committee in September 2016, and reported that the recent Ofsted follow-up inspection had noted significant improvements in data quality.

From a systems perspective, the focus has been to:

- compare key processes to those used in Blackburn with Darwen and remove any unnecessary steps and additional controls;
- ensure that training on the system is mandatory for social workers;
- transfer systems ownership to the Core Systems team and develop a roadmap of all changes to the system to ensure a planned period of change followed by a planned period of stability;
- develop a systems implementation framework and appropriate 'sign-offs' to ensure that all requirements are identified, impacts understood, solutions developed and appropriate plans and resources identified for a successful management into the business;
- develop governance arrangements to ensure all changes are overseen and signed off by the Director of Children's Service and that ongoing, sustainable arrangements are in place.

Children's Social Care, Yogas and Smartphones

Following the Ofsted inspection, it was noted that the children's social care teams were inadequately equipped in terms of ICT equipment and modern telephony. Working closely with the service, a series of workstyles were identified and the kit to support these workstyles identified.

Staffing Group	Equipment Required	Full Time Equivalent
Community Support Workers (CSW) AS/CIOC	Smart phone Yoga	100
CSWs/ Senior CSWs (SCSW) CIN		73
CSWs/ SCSWs/PA		36
Qualified Social Workers (QSW)	Smart phone Yoga	280
Practice Managers (PM)	Smart phone Yoga Lync Phone	55
Team Managers (TM)	Smart phone Laptop Lync Phone	26
Senior Managers (SM)		6
Management Support Worker (MSW) grade 5	Smart phone Laptop	7
Family Group Co-Ordinator		10
Assistant Managers		10
Case Support	Not yet defined. Will be covered	0

(Business Support)	in phase 2	
Student	Lap top and mobile phone	55
	Total	658

Commencement of rollout of the new equipment started in mid July and finished mid September. A series of training sessions were organised geographically across the County. Training was mandatory to ensure that staff were properly trained to use the new equipment and that new equipment was only issued on production of old kit. The smartphone negates the need for the old MiFi devices which were used to give suitable network coverage and enables download/upload of data wherever. The equipment has been well received and a programme devised to ensure that any new members of staff receive the same training before being issued with the Yoga and Smartphone. Monitoring is also underway to ensure that social work staff are using the new equipment to its full potential, and that it supports a more agile and efficient way of working.

Customer Access Telephony

The new telephony platform for the Customer Access Service went live on 27th September. The first phase of this project was a like for like replacement of the old Avaya system with a new product called Genesys, which is a best in breed product being used by some leading organisations. The new contract for Genesys provides for a managed service from a company called Anana. This managed service will ensure that maximum leverage is gained from the toolkit, and that industry best practice is utilised when harnessing the additional functionality within the toolkit. This new functionality provides the baseline/platform on which new functionality will be built as part of Phase 2 of the implementation. Phase 2 will focus on maximising the benefits achievable through the new system, including channel shift and moving to a more digital way of working, as well as delivering the customer access vision and strategy.

Mobile Phone Contract

The Vodafone 36 month mobile phone contract ended on the 31 October 2015, and created an opportunity for the County Council to review the policy and procedures around mobile phones and data cards and to consider these against the County Council's requirements, at a time when the County Council is transforming and reducing in size. The renegotiation of the contract was rather protracted and was eventually signed in April, although the tariffs have been backdated to Nov 2015.

The existing Vodafone prices were expensive and the contract offered limited flexibility around applying different tariffs according to usage, and no flexibility to reduce the estate, even if numbers were no longer required.   BTLS were commissioned to procure a new contract, quotes were sought from BT Mobile, Telephonica (O2) Vodafone and EE, and Client Services and BTLS undertook work to reduce the estate in line with the reduction in the size of the County Council.

The existing costs were around £750,000 per annum, and a saving of around £350,000 per annum (46.67%) is expected to be made from the new Vodafone contract. The new 36 month contract offers different tariffs for data usage, unlimited

usage for calls, voice and text (subject to Vodafone's Fair Use Policy) and the opportunity to review the estate and cancel numbers after 18 months.

Local Pension Partnership (LPP)/Lancashire Adult Learning (LAL)

BTLS were fully involved in facilitating the transfer of both the Your Pensions Service to the Local Pension Partnership (LPP) and Lancashire Adult Learning to Nelson and Colne College. This involved some quite complex ICT transfers and required LPP to provide an on-going hybrid ICT service. Both transfers were done on time, despite somewhat challenging timescales. This also included the TUPE of staff away from the County Council off the Payroll system.

Customer Feedback

Payroll and Recruitment, March 2016 to August 2016

During the period March 2016 to August 2016, customer feedback for the payroll and recruitment service saw 15 comments, 38 compliments and 26 complaints. Overall, this demonstrates an increased satisfaction with the service, and the proposals to increase engagement with stakeholder groups can only assist in continuous improvement in this area. A number of the complaints that had been received and investigated were upheld, and this has resulted in further training of staff and, where applicable, related improvements made to processes and further training in these improved processes.

Description	March 2015/2016	Year End 2015/2016	April 2016/2017	May 2016/2017	June 2016/2017	July 2016/2017	August 2016/2017	YTD 2016/2017
Comments	4	35	5	3	2	0	1	11
Compliments	10	40	7	3	10	1	7	28
Complaints	5	56	5	8	5	3	0	21

ICT, March 2016 to August 2016

Customer Survey	March 2015/2016	Year End 2015/2016	April 2016/2017	May 2016/2017	June 2016/2017	July 2016/2017	August 2016/2017	YTD 2016/2017
Percentage of Respondents who were very satisfied with the Service (Excellent or Good).	84.1	82.9	86.3	92.2	81.3	79	76.1	82.9
Percentage of Respondents who were satisfied with the Service (Excellent, Good or Average).	89.1	92.1	96.8	100	90.6	94	86.3	93.5

During the period March 2016 to August 2016, customer satisfaction has been mixed. The dip in Customer satisfaction in July and August can be attributed to two key faults. During July and August, a number of AirWatch users experienced issues when attempting to connect to the internet or intranet via the AirWatch browser, or when following web links from within emails. This fault was very difficult to isolate. ICT Services staff worked closely with AirWatch themselves to resolve an issue with the security infrastructure that was causing the disruption. In addition, again during July and August, Skype telephony users experienced intermittent quality issues with external telephony, including distortion and break up of calls and calls being unexpectedly cut off. This particularly affected the Executive Support Team who have a high number of external calls to transfer to senior staff and members, as well as the Customer access Service. An issue with the quality of service delivered over the BT IP telephony connection was identified and changes have been made to address the issue.

BTLS Staffing Update

BTLS continually strive to ensure staff feel valued, respected, involved and informed in the direction of the business and to this end, various mechanisms were engaged to assist this.

Key activities to report from March 2016 - August 2016 include:

- Concluded **restructures** within ICT Services and the Revenues and Benefits Service and all permanent staff were either confirmed in post or appointed to new roles from 1 April 2016.

- Held **Staff Events** in June. As a result of staff feedback following last year's event, the format this time was revised in numerous ways. For example: separate, shorter, smaller events were held within each service and at a time to cause minimum disruption to workloads. Interactive sessions were included during each event, providing everyone with an opportunity to contribute, and the agenda was communicated beforehand to manage expectations.

- Annual **Staff Survey** went live on 1 August, with a response rate of 76% against a target of 75%. The results are now being analysed.

- Launched **Oracle Phase II Developments** in April – provides a Manager and a Staff Toolkit, including an induction process for new starters, employee training records and performance management detail. Work commenced on Phase III.

- Three **Manager Bulletins** communicated health and safety, resource management and training and development information.

- Held four **Info Bite sessions** – 'Chairing Meetings', 'Managing Disciplinary', 'Dealing with Challenging Customers' and 'Presentation Skills' with 14, 33, 27 and 13 attendees respectively.

- Nine members of staff took advantage of 12 **LCC's corporate training sessions** during the quarter including four Microsoft sessions, two SIMS basics and three policy-related sessions.

- In addition to the corporate staff training, **service specific training** also continued. Within Recruitment Services, three employees were funded to complete the CIPD Level 5, with two of them receiving funding to progress to the CIPD Human Resource Management Level 7 (Advanced Level) Diploma. Within Payroll Services, whilst the 9 employees funded to complete the final year of the 3 year CIPP Foundation Degree in Payroll Management all successfully completed the degree in May 2016, an additional six members of the team also received funding to commence the course. In ICT Services, 79 members of staff completed further ITIL training and 36 staff attended specific industry/vendor technical training and accreditation courses.

- Continued monthly **mandatory eLearning refresher programme** including the following modules – some only undertaken if applicable to job roles: Personal Safety, Child Sexual Exploitation, Asbestos Awareness and Management,

Management of Contractors, Community Safety, Introduction to Health and Safety, Ladder Safety and Driving at Work.

- In terms of **reward and recognition**, a new look 'Champions' eCard was launched on 01 March. It is now **easier and quicker to navigate and the eCards are now sent directly to the recipients automatically, and at the time they are submitted.** From March to August, 323 individual and 54 team champions have been received and 42 Inspirations have been submitted.

- One County Council **Health and Safety Audit** took place in August – within Payroll and Recruitment Services – with no issues identified.

- An additional ten Managers attended the **Pioneers** leadership four-day training programme, taking the total to 129 having attended.

Consultations

BTLS have been consulted and contributed to this report and its content.

Implications:

This item has the following implications, as indicated:

Risk management

This report is for noting and therefore a risk analysis in relation to the content on this report has not been required.

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

Paper	Date	Contact/Directorate/Tel
N/A		

APPENDIX A

BTLS - LCC ICT Services

Performance

The Service Level Agreement (SLA) comprises of **five** performance indicators covering the **ICT Service**. Of these, all **five** are contractual indicators.

Contractual Targets:

No.		Detailed Definition of SLA	Target (%)	Performance March 2015/2016 (%)	Performance Year End 2015/2016 (%)	Performance Quarter One 2016/2017 (%)	Performance July 2016/2017 (%)	Performance August 2016/2017 (%)	Performance YTD 2016/2017 (%)
1		**Priority 1:** Severe Business Disruption: Business Unit (sub-unit): • unable to operate • Service component failed or severely impaired. % of Priority 1 Incidents resolved within 4 working hours.	**99**	100	100	100	100	100	100

2		**Priority 2:** Major Business Disruption: Critical user or user group: • unable to operate • business unit experiencing significant reduction in service performance. % of Priority 2 Incidents resolved within 1 Business Day	**98**	100	98	99	100	100	99
		Priority 3: Minor Business Disruption: Single user or user group unable to work with no available workaround. % of Priority 3 Incidents resolved within 2 Business Days.	**97**	97	98	98	98	98	98

4		**Priority 4:** Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround. % of Priority 4 Incidents resolved within 1 working week.	**98**	99	99	99	99	99	99
5		**Priority 5:** Advice and Guidance (offered to users via Service Desk). % of Priority 5 Incidents resolved within 4 working weeks.	**98**	99	99	99	99	99	99

BTLS - LCC Payroll & Recruitment Services

Performance

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

Contractual Targets:

No.	Definition of SLA	Target (%)	Performance March 2015/2016 (%)	Performance Year End 2015/2016 (%)	Performance Quarter One 2016/2017 (%)	Performance July 2016/2017 (%)	Performance August 2016/2017 (%)	Performance YTD 2016/2017 (%)
1	% payroll errors attributable to the Partnership.	**<0.4**	0.07	0.1	0.1	0.1	0.1	0.1
2	% of changes and associated adjustments including arrears processed that were received by the published payroll deadline.	**99**	100	100	100	100	100	100

Non-Contractual Targets:

No.	Definition of SLA	Target (%)	Performance March 2015/2016 (%)	Performance Year End 2015/2016 (%)	Performance Quarter One 2016/2017 (%)	Performance July 2016/2017 (%)	Performance August 2016/2017 (%)	Performance YTD 2016/2017 (%)
1	% DBS checks processed within two working days of receipt of all necessary information.	**75**	100	100	100	99	96	99

Payroll & Recruitment Services Dashboard

Activity	Target	Performance March 2015/2016	Performance Year End 2015/2016	Performance Quarter One 2016/2017	Performance July 2016/2017	Performance August 2016/2017	Performance YTD 2016/2017
Volume of BTLS overpayments	n/a	6	141	18	6	11	35
% of DBS forms returned to Recruitment Services from Liverpool DBS with errors	**Not greater than 3%**	1.4%	1.5%	1.4%	1.5%	5.3%	2.8%
Employment offer documentation (conditional) issued within 48 hours, following receipt of the necessary approvals to recruit	**100%**	100%	100%	100%	100%	100%	100%
% of DBS forms returned to Managers (Directorates) with errors/missing information within 48 hours	**100%**	100%	100%	44%*	50%	87.5%	61%
Change Letters - issued within 10 working days from system change	**100%**	100%	100%	100%	100%	100%	100%
% of nationally and locally agreed pay awards implemented no later than the month following the month in which the award was authorised	**100%**	100%	100%	100%	100%	100%	100%

* Adjusted figure for May 2016

Performance in year on this internal non-contractual target has been affected due to a change in legislation that requires all school governors to be DBS checked leading to a spike in demand.