

NSCSO – 2013/14

1.1 DELIVERY UNIT DASHBOARD

| Revenue budget actual variance £000 ^[1] | Capital actual variance £000 | Corporate Plan Performance | KPI Performance |
|---|------------------------------|-------------------------------|-----------------|
| 0 | (15,224) | n/a | 5.5 |

1.2 TOP ACHIEVEMENTS AND ACTIONS

| Top 3 Achievements | Key Escalations | Actions required |
|---|--|---|
| <p>The council has succeeded in preparing its annual statement of accounts in line with all relevant KPI's. The External Auditors have completed their work and are expected to provide an unqualified opinion on the accounts at the meeting of the Audit Committee on 24 July 2013, some two months ahead of the statutory deadline of 30 September.</p> <p>Pensions auto enrolment – successful delivery of new pension legislation impacting approximately 2,500 impacted Council and school staff including managing SAP systems enhancements, implementation of revised processes and procedures, and providing comprehensive support and communications to all impacted staff.</p> | <p>H&S Advisor – reduction in ability to provide business critical health and safety business-as-usual advice and support due to resignations within existing team</p> <p>We are required to provide a baseline to Capita prior to SCD of the compliance status of all buildings. The Council did not possess this information but has contracted expertise to carry out compliance testing or obtain verification that testing has been undertaken (in the case of leasehold properties).</p> | <p>Procured additional support under the emergency interim contract with Capita to fill resource gap; service provision now stable.</p> <p>All 385 properties have now been visited and access to all but 21 properties has been secured. However only 45 of the properties have the full certification required. This data is being verified and the next steps being agreed to improve on this baseline position.</p> |

The Facilities Management Team introduced revised security procedures. The purpose of this was to improve security and safety of staff and visitors to NLBP as well as to help maintain confidentiality of information and protect assets. Measures introduced included: all users of the building to wear a form of ID; restrict personnel to specific access points i.e. staff, contractors and visitors to use separate entrance/exits; all visitors that are not staff to be escorted and supervised around the building.

A new system has been introduced working with Finance to prioritise rent arrears. This has achieved significant results reducing the arrears to 75k

Major progress has been made in delivering the £9m disposals programme for 2013-14

Savings delivered through Procurement in Qtr 1 (13/14) to date is £1,397,271

An issue has been identified around the treatment of the overflow Council Tax calls from Capita (Coventry) back to LBB. Capita have provided data which suggests that a large volume of the calls directed back to us are not being received and this has been linked to the reduction of telephone lines into the Council.

Concerns have been raised around the level of Council Tax mistakes being made in previously identified areas.

LBB has produced its own data and a conference call took place on the 26th July 2013 between subject experts from Capita and LBB IS to explore how this can be resolved

Central issues log to be kept to ensure transparency to all and refresher training arranged for 30 July 2013 at NLBP for relevant Capita trainers and managers.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

The NSCSO has transitioned into delivering the Interim Service Agreement (ISA) with Capita in absence of a signed NSCSO contract. The services are reporting against the KPIs that are contained within the main NSCSO contract but they will reflect the impact the ISA is having on services as well. Initially calls were directed to the Barnet call centre with any overflow calls transferring to Capita's call centre in Coventry. After discussion this was reversed and early figures show an improvement on performance especially in calls answered in 20 seconds. This is being reviewed and should reflect in improved figures in the next quarter results.

Performance against the ISA is monitored by the Interim Governance Board to ensure that value for money from the investment in the ISA is maintained. Apart from these areas the DU is performing well in these difficult times and is reflected in the overall scores reflected within this report.

2. CONTRACT REPORTING

2.1 Overview of performance against Contract

| Total No. of KPIs | RAG ratings | | | | Positive/neutral DoT | Negative DoT | No. of indicators expected to report this quarter |
|-------------------|---------------|-------------|-------------|--------------|----------------------|--------------|---|
| | Green | Green Amber | Red Amber | Red | | | |
| 31 | 12 (63.2%) | 0 (0%) | 1 (5.3%) | 6 (31.6%) | 9 | 7 | 19 |

2.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs)

| KPI NO | Indicator description | Period Covered | Previous outturn | Target | Numerator and Denominator | Outturn | Target Variance | DoT Variance | Benchmarking |
|--------|---|-----------------|-------------------------------------|--------|---------------------------|---------|-----------------|--------------|--------------------|
| CS001 | Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service | Apr 13 - Jun 13 | 58% | 58% | 3,666/8,186 | 44.8% | 22.8% | ▼ 22.8% | Being investigated |
| CS002 | Percentage of contacts (Telephone calls, webforms & e-mails on CRM) where a contact has been resolved by the CSO or self service | Apr 13 - Jun 13 | 24% | 40% | 30,420/195832 | 15.5% | 61.2% | ▼ 35.3% | Being investigated |
| CS003 | Percentage of calls answered within 20 seconds | Apr 13 - Jun 13 | 65% | 65% | 139,666/227,953 | 61.3% | 5.7% | ▼ 5.7% | Being investigated |
| IS004 | Percentage availability of top 7 IT systems and services ("core council systems") over supported hours | Apr 13 - Jun 13 | 99.5% | 99.5% | 297.83/300 | 99.3% | 0.2% | ▼ 0.2% | Being investigated |
| FIN012 | % or £ variance to budget for the Authority Variation of forecast or actual outturn from latest budget | Apr 13 - Jun 13 | 0.43% | 0% | 1.11/100 | 1.11% | 1.11% | ▼ 158.1% | Being investigated |
| PR026a | Number of apprenticeships through new procurement activity & Number of | Apr 13 - Jun 13 | New measure- no previous outturn | 1 | N/A | 0 | 100% | N/A | Being investigated |

| | | | | | | | | | |
|--------|--|-----------------|----------------------------------|---|-----|---|------|-----|--------------------|
| | apprenticeships within existing supply chain | | | | | | | | |
| PR026b | Number of work experience placements through new procurement activity & Number of work experience opportunities within existing supply chain | Apr 13 - Jun 13 | New measure- no previous outturn | 4 | N/A | 0 | 100% | N/A | Being investigated |

2.3 Interventions & Escalations

| KPI NO and title | Comments and Proposed Intervention |
|---|---|
| <p>CS001 Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service & first contact e-mail service</p> | <p>Level 2 (Operational improvement plan within Delivery Unit) This data does not currently reflect an accurate position because it is obtain using 'wrap up codes' which Capita had not been using up until now. This has however been rolled out in Coventry from this week, this will be monitored and unless improvement is evident, an improvement plan will be initiated.</p> <p>Commercial team to work with Delivery Unit over August for initiation of corrective action ahead of Service Commencement on 1 September 2013.</p> |
| <p>CS002 Percentage of contacts (Telephone calls, webforms & e-mails on CRM) where a contact has been resolved by the CSO or self service</p> | <p>Level 1 Intervention (No intervention required) This data is taken from CRM and since not all services use it and does not accurately reflect the overall performance.</p> <p>Commercial team to work with Delivery Unit over August for initiation of corrective action ahead of Service Commencement on 1 September 2013.</p> |
| <p>CS003 Percentage of calls answered within 20</p> | <p>Level 2 (Operational improvement plan within Delivery Unit) This data is accurate as it is taken from the Cisco reporting mechanism and requires no manual manipulation by</p> |

| KPI NO and title | Comments and Proposed Intervention |
|--|--|
| seconds | <p>staff. An improvement plan to be designed and initiated.</p> <p>Commercial team to work with Delivery Unit over August for initiation of corrective action ahead of Service Commencement on 1 September 2013.</p> |
| <p>IS004</p> <p>Percentage availability of top 7 IT systems and services ("core council systems") over supported hours</p> | <p>Level 1 Intervention (No intervention required)</p> <p>There was a one off system outage which lasted for 6 hours. This type of system outage has happened in the past and the resolution is usually quick, however this case the resolution failed and an alternative had to be found. This one off situation unfortunately impacted on the monthly KPI.</p> |
| <p>FIN012</p> <p>% or £ variance to budget for the Authority Variation of forecast or actual outturn from latest budget</p> | <p>Level 1 Intervention (No intervention required)</p> <p>At the end of quarter 1 the Council is projecting a forecast overspend of £3.2m, 1.11% of its total net budget. Finance teams are supporting the relevant Delivery Units to develop action plans to mitigate identified overspends and it is expected that the necessary, corrective action will ensure the Council delivers a balanced budget by 31 March 2014.</p> |
| <p>EST018b</p> <p>Building Key Statutory Compliance</p> | <p>Level 2 (Operational improvement plan within Delivery Unit)</p> <p>We are required to provide a baseline to Capita prior to SCD of the compliance status of all buildings. The Council did not possess this information but has contracted expertise to carry out compliance testing or obtain verification that testing has been undertaken (in the case of leasehold properties). All 385 properties have now been visited and access to all but 21 properties has been secured. However only 45 of the properties have the full certification required. This data is being verified and the next steps being agreed to improve on this baseline position.</p> |
| <p>PR026a</p> <p>Number of apprenticeships through new procurement activity & Number of apprenticeships within existing supply chain</p> | <p>Level 1 Intervention (No intervention required)</p> <p>LBB has not met the KPI targets for the Procurement Pledge in Qtr 1, however this is due to the targets being distributed evenly across the FY. This KPI takes time to implement, however the CPT are confident the KPI targets will be exceed by the end of the FY. This will be delivered through the targeting of specific spend categories, creation of Procurement templates which include and promote the pledge, closer links with schools within the borough.</p> |
| <p>PR026b</p> <p>Number of work experience placements through new procurement activity & Number of work</p> | <p>Level 1 Intervention (No intervention required)</p> <p>LBB has not met the KPI targets for the Procurement Pledge in Qtr 1, however this is due to the targets being distributed evenly across the FY. This KPI takes time to implement, however the CPT are confident the KPI targets will be exceed by the end of the FY. This will be delivered through the targeting of specific spend categories, creation of Procurement templates which include and promote the pledge, closer links with schools within the</p> |

| KPI NO and title | Comments and Proposed Intervention |
|---|---|
| experience opportunities within existing supply chain | borough. |
| HR Reporting | Level 2 (Operational improvement plan within Delivery Unit) Workforce Board have approved a proposal for future reporting which will present establishment, vacancy and agency data in a way that shows trend and issue analysis against current structures and budgets |

3. RESOURCES AND VALUE FOR MONEY

3.1 Revenue

| Description | Variations | | | | Comments | % Variation of revised budget |
|--------------|-----------------|---------------|---------------|-----------|--|-------------------------------|
| | Original Budget | Budget V1 | Q1 forecast | Variation | | |
| | £000 | £000 | £000 | £000 | | |
| NSCSO | 24,178 | 24,416 | 24,416 | - | NSCSO contract was due to deliver savings in the first year over and above that in the MTFS and although the delay in service commencement has meant this will not be achieved, overall the internal delivery unit is projected to come in on budget | 0.0% |
| Total | 24,178 | 24,416 | 24,416 | - | | 0.0% |

3.2 Capital

| | 2013/14 Latest Approved Budget | Additions/ (Deletions) - Quarter 1 | (Slippage) / Accelerated Spend - Quarter 1 | 2013/14 Budget (including Quarter 1) | Forecast to year end | Variance from Approved Budget | % slippage of 2013/14 Approved Budget |
|----------------------------|--------------------------------|------------------------------------|--|--------------------------------------|----------------------|-------------------------------|---------------------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | % |
| NSCSO Delivery Unit | 22,063 | (15,224) | - | 6,839 | 6,838 | (15,224) | 0% |
| NSCSO Delivery Unit | 22,063 | (15,224) | - | 6,839 | 6,838 | (15,224) | 0% |

4. OVERVIEW OF DELIVERY UNIT

4.1 Managing the Business

The Unit has been experiencing ongoing issues with the filling of vacancies with temporary staff that has been assisted with the Interim Services Agreement entered into with Capita and streamlined process and approach for the review of appropriate CV's and appointment of cover.

Issues around compliance of all Council building were identified, with the Council owning 385 buildings in need of the full set of compliance certificates including Display Energy certificates and asbestos management certificates. All properties had to be visited and assessed to their level of compliance. Only 45 out of the portfolio had a full set of certificates. The Estates team are gearing up to get compliance checks completed on all buildings to improve the baseline position in readiness for service commencement date and handover to Capita.

4.2 Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:
Insert table here:

| IMPACT | SCORE | PROBABILITY | | | | |
|--------|--------------|-------------|----------|----------|--------|----------------|
| | | 1 | 2 | 3 | 4 | 5 |
| | | Rare | Unlikely | Possible | Likely | Almost Certain |
| 5 | Catastrophic | 0 | 0 | 0 | 0 | 0 |
| 4 | Major | 1 | 5 | 2 | 0 | 0 |
| 3 | Moderate | 0 | 8 | 7 | 1 | 1 |
| 2 | Minor | 0 | 3 | 3 | 0 | 0 |
| 1 | Negligible | 0 | 0 | 0 | 0 | 0 |

Risk Commentary for Delivery Unit:

The 'risk overview' section should contain the additional NSCSO Project Risk around "staff morale, turnover and disruption to service delivery. The risk rating around this risk should be showing a trend upwards due to the continued uncertainty around JR appeal and service transfer.

This risk impacts on all service areas and currently forms part of the wider NSCSO Risk Register. This risk needs reviewing and re-rating by the project team as the current rating is out-of-date.

The following risk register lists those risks rated as 12 and above:

| Risk | Current Assessment | | | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment | | |
|---|--------------------|---------------|----------------|--|-------------|--------------------------|-------------------|---------------|---------------|
| | Impact | Probability | Rating | | | | Impact | Probability | Rating |
| Financial management – the risk of inappropriate control of finances leading to overspends and erosion of the Council's minimum reserve position. Cause – lack of timely monitoring by senior management. | Major 4 | Possible 3 | Med High 12 | Budget monitoring and management in place monthly SAP reports 1:1 finance support Monthly review of reserve position Finance and business planning meetings | Tolerate | Quarterly | Major 4 | Possible 3 | MedHigh 12 |




| Risk | Current Assessment | | | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment | | |
|--|--------------------|---------------------|----------------|--|-------------|--------------------------|-------------------|---------------|-----------------|
| | Impact | Probability | Rating | | | | Impact | Probability | Rating |
| Consequence – breach of financial regulations and overspend of budget | | | | | | | | | |
| <p>Delivery Unit managers are tasked with full ownership of budget and planned savings delivery. Slippage is reported by finance support teams at monthly meetings with operational managers with specific attention to both savings achievement and budget overspends are challenged. Finance support teams assist operational managers in developing action plans to mitigate slippage and ensure overspends are effectively managed and resolved.</p> | | | | | | | | | |
| <p>GIS External. Risk that PCI/PSN secure network will fail compliance</p> <p>Cause/Consequence: External GIS system is so old that we are unable to setup the infrastructure in a compliant secure way</p> | Moderate 3 | Almost Certain 5 | High 15 | The need for upgrade or removal being reviewed. No date in hand. Impact of turning off the system is minor however we have been unable to obtain a risk assessment from the business. | Treat | Quarterly | | | |
| <p>Decision has been made to remove system and this is planned to take place on 2/8/13.</p> | | | | | | | | | |
| <p>FAILURES IN CUSTOMER SERVICES INFRASTRUCTURE - Collapse of the technology for the Customer Services Contact Centre</p> <p>Cause: Could be caused by network/power outages. Poor infrastructure, outdated telephone system. No maintenance support</p> | Major 4 | Possible 3 | Med High 12 | Business continuity plans System upgrade to v8 cisco is currently being implemented. Revs and Bens services still outstanding. NSCSO Outsourcing and significant investment in IT infrastructure | Tolerate | Quarterly | Minor 2 | Unlikely 2 | Medium Low 4 |

| Risk | Current Assessment | | | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment | | |
|--|--------------------|-------------|----------------|--|-------------|--------------------------|-------------------|-------------|----------|
| | Impact | Probability | Rating | | | | Impact | Probability | Rating |
| <p>Consequence: Reputation, costs to rectify faults, loss in revenue for customers unable to get through, customers unable to contact the council followed by an increase in calls once everything is running again, non-delivery of CST benefits.</p> | | | | | | | | | |
| Cisco system upgrade (telephone) has been successfully completed. | | | | | | | | | |
| <p>NON DELIVERY OF CST BENEFITS - The expected benefits are not achieved following the Customer Services Transformation</p> <p>Cause: Departments/enquiry types not suited to Customer Service. Departments/enquiry types are moved into Customer Services with a lack of understanding of what they handle.</p> <p>Consequence: Anticipated benefits are not achieved</p> | Moderate 3 | Likely 4 | Med High 12 | <ul style="list-style-type: none"> • Work package development of activities. Priority areas - any issues escalated through the CCOM Board. Back fill staff within operational teams to free up away team. (Risk Ref: CCO0021) • F2F project manager's operating model design approved by services. Liaison with Libraries service to ensure that holistic solution identified and that Business Case acknowledges FTE /funding requirement for the CSO to handle Libraries contacts. (Risk Ref: CCO0018) | Tolerate | Quarterly | Minor 2 | Rare 1 | Low 2 |

| Risk | Current Assessment Impact Probability Rating | | | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating | | |
|------|---|--|--|---|-------------|-----------------------------|--|--|--|
| | | | | <ul style="list-style-type: none"> • Andrew Cox to negotiate with services and restate propositions from Phase 2 activities (which had been signed off). Progress tactically with services that have agreed to scope and to use as exemplars of service migration going forward. Offer pilot assessment/transfer to allow a demonstration of added value (last resort). (Risk Ref: CCO0013) • Ensure regular meetings with service areas are held to communicate any issues or changes • Monthly meetings to review benefits realisation plans | | | | | |

Consultation and planning meetings take place with all services that have transferred into Customer Services to establish the base outcomes required to be achieved and the deliverables. Once the customer enquiries are transferred monthly liaison meetings take place between Customer Service and the Operational team to ensure that any problems are addressed without delay

Appendix

| KPI NO | Indicator description | Period Covered | Previous outturn | Target | Numerator and Denominator | Outturn | Target Variance | DoT Variance | Benchmarking |
|--------|---|--------------------------------|------------------|--------|---------------------------|---------|-----------------|--|--------------------|
| IS005 | Percentage of users satisfied with service | Data not reported this quarter | | | | | | | |
| IS006 | Percentage of incidents resolved within agreed service levels | Apr 13 - Jun 13 | 83% | 81% | 252/300 | 84% | 3.7% |  1.2% | Being investigated |
| HR007 | Criminal Records Checks - To facilitate compliance with statutory legislation and Council Policy to ensure that every employee who has a requirement to have a Criminal Record Check (CRB) undertaken, has a valid check in place which should be no more than three years old | Apr 13 - Jun 13 | 100% | 100% | 300/300 | 100% | 0% |  0% | Internal KPI |
| HR008 | To ensure all employees are paid correctly including ensuring all statutory and other deductions of pay are correct (Minimal errors: Pay Errors - an error is defined as made directly by HR and excludes any errors resulting from incorrect authorisation or information supplied by line managers) | Apr 13 - Jun 13 | 0.1% | 0.34% | N/A | 0.26% | 23.5% |  160% | |

| | | | | | | | | | |
|--------|---|--------------------------------|--------|--------|--------|------|------|----------|--------------------|
| HR009 | To ensure all employees are paid on the published 'pay date' | Apr 13 - Jun 13 | 100.0% | 100.0% | N/A | 100% | 0% | ↔ 0% | |
| HR010 | All projects/interventions that have been agreed are delivered in a rolling quarterly Programme of Work order to positively reduce the Authority's absence in levels where completion is within the Service Providers span of control | Apr 13 - Jun 13 | Pass | Pass | N/A | Pass | N/A | ↔ | Internal KPI |
| HR011 | User satisfaction with HR Service | Data not reported this quarter | | | | | | | |
| FIN013 | Percentage savings implemented: quality of budget planning process outcome | Apr 13 - Jun 13 | 100% | 85% | 86/100 | 86% | 1.2% | ▼ 14% | Being investigated |
| FIN014 | Production of draft Statement of Accounts and to pass to the Authority's external auditors, and provide External Audit with all working papers to the Statement of Accounts | Data not reported this quarter | | | | | | | |
| FIN015 | External audit completed and draft ISA 260 produced | | | | | | | | |
| FIN016 | Unqualified external audit opinion and submitted in line with required deadlines | | | | | | | | |
| FIN017 | Percentage of users satisfied with service | | | | | | | | |

| | | | | | | | | | |
|---------|---|--|-------------------------------------|--------|------------|-------|-------|------------|--------------------|
| EST018a | Civic Estates Condition | Data not reported this quarter | | | | | | | |
| EST019 | FM Incident resolution | Apr 13 - Jun 13 | New measure- No previous outturn | 100% | 280/280 | 100% | 0% | N/A | Being investigated |
| EST020 | Asset Disposals Annual Receipts Target | Data not reported this quarter | | | | | | | |
| EST021 | Percentage of users satisfied with service | | | | | | | | |
| RB022 | Average speed of processing for new claims | Apr 13 - Jun 13 | 15.59 | 12 | N/A | 9.74 | 18.8% | ▲ 37.5% | Being investigated |
| RB023 | Average speed of processing for changes | Apr 13 - Jun 13 | 6.06 | 6 | N/A | 5.76 | 4% | ▲ 5% | Being investigated |
| RB023a | Accuracy of benefit assessments | Apr 13 - Jun 13 | 92% | 92% | 282.33/300 | 94.1% | 2.3% | ▲ 2.3% | Being investigated |
| PR024b | % of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation | Apr 13 - Jun 13 | 98.9% | 98.94% | 298.5/300 | 99.5% | 0.6% | ▲ 0.6% | Internal KPI |
| PR025 | All Complex/High Risk managed in accordance with Contract Procedure Rules (CPR's) and Code of Practice | To be reported at September Procurement Board. | | | | | | | |

| | | | | | | | | | |
|---------|--|-----------------|--|------|---------|------|----|-----------|--------------|
| PR027 | Percentage of users satisfied | Apr 13 - Jun 13 | Data not reported this quarter | | | | | | |
| EST018b | Building Key Statutory Compliance | Apr 13 - Jun 13 | KPI in operation pending the Service Transfer Date | | | | | | |
| PR024a | % of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation | Apr 13 - Jun 13 | 99.7% | 100% | 300/300 | 100% | 0% | ▲ 0.3% | Internal KPI |