

BT Lancashire Services

Annual Review

West Lancashire Borough Council

2016/2017

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1 Introduction

Welcome to the 2016/2017 Annual Review of the work of BT Lancashire Services (BTLS) on behalf of West Lancashire Borough Council (WLBC), for the delivery of both its Revenue and Benefits Service and ICT Service. In July 2011, a contract between Lancashire County Council and West Lancashire Borough Council was agreed. This is a 10 year contract to deliver shared Revenues, Benefits and ICT Services on behalf of West Lancashire Borough Council through the strategic partnership with BT Lancashire Services.

The agreed business model continues to be based on 'up front savings' (of 15%) with no reduction in services. The cost of the ICT Service and the Revenue and Benefits Service in 2016/2017 was £3,178k and for this period, direct savings to West Lancashire Borough Council amounted to £561k. This is in addition to the agreement which also aims to deliver added value and investment (borne by the Partnership).

In summary the Contract in 2016/2017 has delivered to West Lancashire Borough Council:

- Direct savings of £561k.
- Combined ICT and Revenues and Benefits Added Value of £645k

A high level summary of the financial benefits to West Lancashire Borough Council from the Partnership in its first six years, as at the 31 March 2017, is as follows:

Activity	2011/2012 (£k)	2012/2013 (£k)	2013/2014 (£k)	2014/2015 (£k)	2015/2016 (£k)	2016/2017 (£k)	Total to Date (£k)
Savings	266	522	530	539	552	561	2,970
Revenue and Benefits ICT System	150	550	141	607	0	0	1,448
Payroll Service	-	13.5	13.5	0	0	0	27
Other Financial Benefits	25	30.5	79	160	20	84	398.5
Total Cashable Savings	441	1,116	763.5	1,306	572	645	4,843.5

Table 1: Summary of Financial Benefits 2011-2017.

Note: (1) 2011/2012 = Part Year

Governance

The governance of the Contract continues to be overseen by the Shared Services Board, having representation from West Lancashire Borough Council, Lancashire County Council and BT Lancashire Services. The role of this Board is to review the implementation and delivery of services, monitor service

delivery and performance, discuss future opportunities, working together and building positive long term relationships.

The key contractual elements of the Agreement include:

- A Shared Services Agreement between West Lancashire Borough Council and Lancashire County Council to deliver these services through its partner, BT Lancashire Services.
- A double secondment model for all West Lancashire Borough Council employees from the Borough Council to the County Council and then seconded into BT Lancashire Services. This was a first of its kind which protected the terms and conditions of staff and their public sector pensions. These costs are borne by BT Lancashire Services as part of its financial obligations and Contract.

A set of fundamental principles agreed by all the parties is viewed as key to the creation of a successful and long term relationship.

- In terms of the Revenues and Benefits Service, the partnership provides a Revenues and Benefits Service that delivers a service including Council Tax and National Non-Domestic Rates billing and collection, debt recovery, and a creditors and debtors function.
- In terms of ICT, the partnership delivers a service that includes provision of a service desk, operations service, desktop service, applications service, and network and voice services. It also includes access to a range of BTLS technical specialist and project management capability to enable business areas within the council to set an ICT strategy and implement projects to meet its business requirements.

A monthly 'Quality of Service' Report is produced which includes the following information in respect of the services provided:

- A synopsis of the services delivered (executive summary)
- Performance against any Contractual and Non-Contractual Service Levels
- Continuous Improvement – Service improvements and on-going developments
- A preview of key activity looking forward

2 2016/2017 High Level Performance Review

Details of performance against targets in respect of 2016-17 for both services have been provided on an on-going basis in monthly Quality of Service Reports. In addition this data has been presented on a quarterly basis to the Shared Service Board – again via the Quality of Service Report. A high level summary of performance for the year can be summarised as follows:

ICT:

- Severe Business Disruption – **100%** resolved within agreed timeframe against target of **99%**.
- Major Business Disruption – **96%** resolved within agreed timeframe against target of **98%**.
- Minor Business Disruption – **98%** resolved within agreed timeframe against target of **97%**.
- Minor Disruption – **99%** resolved within agreed timeframe against target of **98%**.
- Advice and Guidance – **100%** resolved within agreed timeframe against target of **98%**.

Revenues and Benefits:

- Collection of current year's Council Tax – collected **96.74%** against a target of **97.10%**.
- Collection of current year's NNDR – collected **97.72%** against a target of **97.2%**.
- Collection of previous year's Council Tax – collected 26.82% against a target of **24.50%**.
- Collection of Sundry Debtors – Collected **95.06%** against a target of **89.1%**.
- Benefits overall processing time – **Six days** against a target of **12 days**.
- **£97k** of Housing Benefit Local Authority Error – against a target of less than **£134k**
- Collection of Housing Benefit overpayments – collected **£311k** against a target of **£170k**

3 2017/2018 Continuous Improvement & Planned Developments

In this section we highlight the planned activity for each of the services scheduled to take place during 2017/2018 (in ICT Services this will also be in line with the implementation of the ICT Strategy).

ICT Services

We envisage that 2017-18 will be a year in which we continue to fine tune the way in which we run our service. Over the last two years each of our 'service towers' i.e. Operate, Design & Implement and Assurance has worked on improving the parts of the service for which they are responsible. A key difference this year is that, as each of these individual areas is now working more effectively, we are in a position where we can ensure that they integrate together well so as to create a single, highly effective ICT Service.

Our aims in this regard will be supported by the replacement of HP Service Manager with Service Now. The move to Service Now can allow BTLS ICT to make a further Improvements to service; it is a modern product, with enhanced facilities in many areas such as Knowledge Management, and with modules to cover areas of ICT not present in HPSM such as Supplier Management. It also integrates with other key ICT tools to improve the way in which the service can be managed.

Our project priorities for the coming year are as follows:

- To produce a 12 month costed roadmap for 2017/18 to cover the upgrade of all Idox and ESRI software for existing IDOX and ESRI upgrades.
- To provide an options paper reviewing whether to upgrade or replace the application M3 Public Protection which is used by West Lancashire Community Services to record, progress and monitor day to day Environmental and licensing enquiries, complaints and inspections.
- To carry out an appraisal of the current solution for taking web payments against the customer's requirements.
- To implement ServiceNow as the Customer Relationship Management system for West Lancashire Borough Council and the 3C Logic telephony solution with the Contact Centre.
- To give West Lancashire Borough Council the functionality to take subscriptions and payments for the new chargeable green bin collections.
- Undertake a full Income Management Review for West Lancashire Borough Council.

Revenues and Benefits:

Our priorities for 2017/18 are grouped around five key themes which align with the Council's Obligations and Corporate and Digital Strategies. These themes along with planned activities are summarised below:

- **Priority 1 - Core Contractual and Statutory Obligations:** Ensure meeting our statutory and contractual responsibilities accurately and in accordance with key timescales remains the overarching priority of the service.
 - Prepare, validate and submit all key returns and Council internal information requirements accurately and within timescale
 - Robustly monitor all SLAs, using available MI to early identify trends, risks and opportunities to ensure annual target achievement
 - Identify, monitor and review the impact of National Developments and Welfare Reform changes on the Service and implement suitable action to best support, most notably the roll out of Universal Credit which will be implemented across the County in December 2017
- **Priority 2 - Customer and Client Focus:** Put the needs and expectations of our customers and clients at the heart of what we do, to ensure we are able to provide a high standard of service at all times.
 - Working closely with ICT colleagues explore the benefits of utilising Service Now functionality to automate key frontline processes across the service
 - Following review of the above and taking into consideration the impact of UC go live in December 2017, identify further key processes for future digitalisation and automation
 - Support the delivery of specific WLBC priorities
 - Third tranche of Single Person Discount Reviews
 - Initial and subsequent Business Rate Reviews
 - Explore and exploit additional functionality of Financials Upgrade
 - Pursue Aged Debt, via utilising 3rd party advanced recovery solutions and exploring use of Experian tracing functionality
 - Customer & Client - Relationships & Communication
 - Develop improved customer feedback practises, aligned to Corporate methods and other BTLS service areas
 - Full awareness of current use of website and informed development
 - Utilising the newly procured software tool procured by BTLS at a cost of £10k, develop improved Management Information on which to base future internal management decisions and to provide improved information to WLBC

- **Priority 3 - Business Efficiency:** Maximise our productivity through robust performance management, flexible ways of working, unified systems and processes and effective use of technology.
 - Develop & Embed a Robust Performance Measurement Framework, ensuring consistent approach across all service areas
 - Review mail and print solution alternatives and provide recommendation for future service fulfilment, include full cost benefit analysis. Once decision agreed, develop plan of action, implement, manage and monitor, ensuring appropriate risk management
 - Implement Civica EDM upgrade, to improve work productivity of Local Taxation & Benefits
- **Priority 4 - People Focus:** Improve and maintain our employee engagement through the implementation of the BTLS corporate engagement plan and effective workforce and development strategies.
 - Increase Staff Engagement, utilising the following activity:
 - Annual : Service Plan with clear priorities
 - Annual : Staff Survey
 - Annual & Bi Annual : Staff Events
 - Monthly : SMT Meetings and Team Meetings, with corporate cascade
 - Quarterly : Newswires
 - Regular : PDR's / 1:2:1
 - You Said / We did – approach
 - Support regular in house and external charitable events
 - Production and implementation of an agreed workforce development plan for each service area, to include:
 - Succession & resilience plans for all posts graded S01 and above
 - Identification of staff aspirations to inform effective management of reduction of Benefits resource in line with implementation of UC
 - Training Needs Analysis to support further use of generic ways of working, again tied to UC implementation and subsequent downsizing
- **Priority 5 - Governance and Quality:** Ensure a robust financial governance framework supports all elements of delivery and nationally recognised best practices support the provision of high quality services.
 - Ensure robust financial control mechanisms in place across the service and work closely with internal and external audit to ensure effective financial governance is maintained
 - Ensure appropriate practises and appropriate level of resource embedded across the service to support ISO9001 QMS
 - Review, maintain and manage the Business Continuity Plan and Risk Register

4 2016/2017 ICT Review

ICT Services aims to support the Council's business needs, through the support and provision of the latest technologies, and the development of innovative, effective and efficient ICT solutions.

Critical to this goal is a secure and resilient technical infrastructure, comprising networks, data storage, end user devices and other associated hardware. ICT Services provide both the technical expertise and project design and management capability to advise customers on how to maximise the potential that ICT offers, and support for infrastructure and key applications through provision of a Service Centre.

In order to deliver a high quality, cost-effective service we often work with third party ICT suppliers and as part of our service we manage the relationship with these suppliers to ensure that their provision and performance meets the needs of our customers.

The service is currently delivered through:

- Provision of a Customer Service Desk function.
- Desktop, Network and Infrastructure Support.
- Support of Key West Lancashire Borough Council applications.
- Delivery of ICT projects and Service Improvement Plans.

The total cost of the ICT Service in 2016/2017 was **£1.165m**, giving a guaranteed saving of **£206k** to West Lancashire Borough Council.

In addition to the delivered saving of **£206k** (in 2016/2017), other financial benefits have been gained by West Lancashire Borough Council through the delivery of the BT Lancashire Services ICT Service.

Performance

A summary of the year end performance against targets for ICT Services is shown in the following tables:

No.	Detailed Definition of SLA	Target (%)	Performance 2016/2017 (%)
1	Severe Business Disruption: Enterprise: <ul style="list-style-type: none"> unable to operate Service component failed or severely impaired. 	99	100
2	Major Business Disruption: Critical user or user group: <ul style="list-style-type: none"> unable to operate business unit experiencing significant reduction in service performance. 	98	96
3	Minor Business Disruption: Single user or user group unable to work with no available workaround.	97	98
4	Minor Disruption: Single user or user group experiencing problems but with ICT defined available workaround.	98	99
5	Advice and Guidance (offered to users via Service Desk).	98	100

During 2016/2017, four of the five ICT contractual targets were either met or exceeded. Over 1,800 incidents were logged through the customer services centre, with over 66% of all incidents logged resolved in less than eight hours.

A single breached Priority Two incident relating to a Voicemail issue, caused the failure of the target; the complexity and nature of the incident required more time to diagnose, resulting in the target being breached. A review of the call looked at what could be done to try to improve the speed of incident diagnosis and resolution. The small number of incidents logged against Priority Two incidents then made the recovery of the SLA target extremely difficult to achieve.

The table below shows the number of escalated and auto generated incidents reported during 2015/2016 compared to the same period last year.

Incidents Raised	Incidents Meeting SLA (%)	2015/2016 Year to Date	2016/2017 Year to Date	2016/2017 Year to Date Variation (%)
Priority 1	100	0	0	-
Priority 2	96	15	28	86.7
Priority 3	98	341	588	72.4
Priority 4	99	1,044	1100	5.4
Priority 5	100	116	90	(22.4)
Total	-	1516	1806	19.1

Key performance indicators gathered monthly:

Key Performance Indicator	Year End 2015/2016	Year End 2016/2017
Percentage of incidents resolved 0–8 hours (any priority)	69.4	65.6
Priority 3 - percentage resolved within 8 hours	79.5	77.8
Priority 4 - percentage resolved within 8 hours	67.4	59.4
Priority 5 - percentage resolved within 8 hours	55.2	47.1
Percentage of interactions resolved at first point of contact (any priority) by ICT Service Centre	12.2	18.5
Number of incidents raised by elected Members	76	68

Key Achievements

Some of the key achievements and notable business successes delivered by ICT Services during 2016/2017 are summarised below:

- In April 2016 ICT Services was reaching the conclusion of a major restructure that formalised a number of changes that have been made the previous year. As part of that restructure a single

Solutions Design community was created, focussed implementation teams were formed, the former Digital Services was integrated into ICT and the foundations were put in place for the creation of a new Service Centre in ICT Operate.

The remainder of 2016-17 was very much focussed on building the restructure and exploiting the opportunities that it presented. In order to track progress we created and published our plan for the year. We grouped the activities within it into four themes:

- Time to Deliver
 - Developing Our People
 - World Class Operations
 - Customer First
- A live server upgrade to the existing version of Front Office was completed to achieve PSN compliance.
 - The 1st Touch Tenancy Self Service system was implemented by ICT, who provided hardware and infrastructure in the form of servers and database backups for the new 1st Touch Tenant Self-service product selected by the customer.
 - The ColnS (Council Information System) was replaced with the Modern.Gov committee decisions management system. The system contains all records for Councillors (including their declarations of interest forms), Agendas, Reports and Minutes of main Council meetings under the Council's political management structure, appointments to committees and outside bodies, election results and details of parish councils.
 - The existing Contaminated Land Register, which is stored in Innogistic's Cartology mapping software (relaunched as Civica GIS in 2011) was replaced with ESRI ArcGIS Desktop Register in order to ensure PSN compliance.
 - Additional fields were added to the web application UPRN (search gazetteer) available to Street Scene staff. This provided front office staff with an accurate record of what type of bin each residential property has and if it is part of a communal bin store area.
 - The Civica Financials and Civica Purchasing applications were upgraded to version 16 to enable their migration to a supported platform, enabling PSN compliance.
 - Elements of the standardisation programme were delivered, including; Review of Applications License Compliance and the packaging of agreed applications to make them ready for deployment to the new standardised desktop.

'Challenges' to the Delivery of Service

ICT Services identified the following challenges to effective service delivery:

- Increasing ICT security threats and challenges that must be met from within the same financial resource.
- New industry trend for procurement of ICT services through a revenue model, at odds with the traditional capital funding mechanism traditionally employed by the councils.
- Maintaining service levels whilst implementing a major restructure to create an ICT Service Centre.
- Retaining the technically most able staff against a background of rising salaries within the ICT industry.

5 2016/2017 Revenues and Benefits Review

The total cost of the Service in 2016/2017 was £2.013m giving a guaranteed recurring saving of £355k per annum to West Lancashire Borough Council.

In addition to the delivered saving of £355k (in 2016/2017), other financial benefits have been gained by West Lancashire Borough Council through the delivery of the Revenue and Benefits Service by BT Lancashire Services most notably a significant improvement in Revenues collection and arrears reduction when compared to previous financial years.

Performance

The agreed Service Level Agreement (SLA) for Revenue and Benefits comprises in total eight performance indicators covering the Service. All eight are contractual indicators although it has been agreed that one - Benefit Fraud Sanctions & Prosecutions should remain suspended.

No.	Definition of SLA	Annual Target	Annual Performance	Variance
1	Average time to process all items.	12 days	6 days	6 days
2	Overpayment Recovery of Housing Benefit overpayments	£170k p.a.	£311k	£141k
3	Benefit Fraud Sanctions & Prosecutions.	Suspended	-	-
4	Benefits LA Error Overpayments	Below £134k	£97k	£37k
5	Council Tax : Current Year Collection	97.10%	96.74%	-0.36%
6	Council Tax : Previous Years Arrears	24.50%	26.82%	2.32%
7	NNDR : Current Year Collection	97.20%	97.72%	0.52%
8	Sundry Debtors	89.10%	95.06%	5.96%

Definition of SLA	Target (%)	Year End Performance 2016/2017 (%)
% of Benefits Calls Answered	75.0	79.3
% of Revenues Calls Answered	75.0	79.3

Overall performance against service levels is extremely positive with six of the seven 'live' targets having been met at annual outturn with only a marginal shortfall of 0.36% against meeting the challenging Current Year – Council Tax target, and an overall net positive cash position for the Council.

As the Current Year Council Tax and NNDR annual Service Level Agreement Targets continue to remain extremely challenging there has been a key focus on maximising collection and arrears reduction throughout the year, and this has been a key priority area for the service.

Strict governance arrangements were put in place and a detailed action plan developed and implemented, specifically during the final two quarters of the financial year. Specific activity undertaken included:

- Production of detailed analysis in order to inform decision making
- Increased staff resources in the recovery of accounts in arrears
- Introduction of more robust weekly monitoring arrangements
- Introduction of additional steps within the recovery programme
- Refocus of enforcement activity and application of advanced recovery option

However despite this rigorous approach to recovery, as regularly reported, the closure of Ormskirk Magistrates Court in June 2016 and the subsequent impact on the services inability to escalate debt recovery over a prolonged period of several months has had a detrimental impact on performance.

Resources have continually been prioritised to try and mitigate such impact and to target recovery action with a specific emphasis on the recovery of Business Rates Current Year collection. As such we are glad to report that the performance in this area despite the unplanned challenges continues in line with last year's improved position and that the service has yet again met this challenging SLA target.

Despite a similar approach being taken to the recovery of Current Year - Council Tax and the best efforts of staff within the team and across the service as a whole, unfortunately we have been unable to recoup the impact of the reduced activity in this area and it is frustrating to report that despite a really positive start to the year we have fallen slightly short of this annual target by 0.36%.

However just to put some context around this shortfall, this equates to a shortfall of approximately £202k against a total annual liability of £56m, direct impact of this to WLBC is approximately 13%, equating to a direct shortfall of just £26k. This shortfall however has been more than offset by the significant over achievement of performance against other targets such as Overpayment Recovery on Housing Benefit overpayments and over recovery in Sundry Debtors.

In order to provide the overall financial context surrounding performance, the financial impact of the year end performance along with the estimated direct impact to WLBC has been summarised for information in the table below:

No.	Definition of SLA	Target	Annual Variance 2016/ 2017	Total Financial Impact	Estimated Impact to WLBC
1	NI 181 – Average time to process all items	12 days	6 days		
2	Overpayment Recovery of Housing Benefit (WLBC 100%)	£170k	£141k	£141k	£141k
3	Benefit Fraud Sanctions & Prosecutions.	Target suspended	-	-	-
4	Benefits Local Authority Error Overpayments	Below £144k	£37k		
5	Council Tax Current Year Collection Rate (WLBC 13%)	97.10%	-0.36%	-£202k	-£26k
6	Council Tax Previous Years Collection Rate (WLBC 13%)	24.50%	2.32%	£152k	£20k
7	NNDR Current Year Collection Rate (WLBC 40%)	97.20%	0.52%	£173k	£69k
8	Sundry Debtors (WLBC 100%)	89.10%	5.96%	£421k	£421k
	Total 'cash value' impact			£685k	£625k

As can be seen from the table above the overall financial impact of the over performance against annual SLA targets in 2016/17 equates to approximately £685km in 'cash value' with an estimated direct positive impact to the Council of £625k.

In addition to the contractual targets we also set an 'internal' target surrounding the recovery of NNDR - Previous Years arrears, which we aspire to achieve an annual recovery of 24.5%. This year we have recovered approximately 38%, the over performance equates to a financial value of almost £871k, positive direct impact of £349k to the Council.

Key Achievements

Some of the key achievements and notable business successes delivered by R&B Services during 2016/2017 are summarised below:

- Successful implementation of the Service Transition Plan including implementation of a new staff structure; retraining and upskilling and increased flexible resource allocation to support the delivery of SLA priorities.
- Implementation of new arrangements with the Magistrates Court Service to agree and implement revised Local Taxation Court hearing schedules at two new Court locations.
- Implementation of West Lancashire Borough Council's (WLBC) Empty Home Bonus maximisation project with third party facilitator Capacity Grid within the Revenues service.
- Supported implementation of WLBC's Single Person Discount Review project with third party provider Data Tank Ltd.
- Implemented various National Welfare Reform changes within the Benefit service, e.g. Benefit Cap changes, supporting WLBC in preparation for Universal Credit (UC) rollout and FERIS campaigns.
- Robust management of Discretionary Housing Payment fund to ensure expenditure discharged in accordance with Policy Guidance and customer need, with excellent results.
- Successful completion of Local Taxation and Benefits Annual Year End Billing process of over 60,000 local taxation and benefit customer notifications under extremely challenging circumstances, due to late significant NNDR legislative changes.
- Successful year end reconciliation and invoicing of Sundry Debtor and Creditor system of over 10,000 accounts.
- Closer working to support WLBC in several challenging service areas in the administration and invoicing of sundry debtor accounts, i.e. Housing Service Charges, Licensing, Home Care Link and Trade Refuse accounts.
- Provision of regular detailed Officer and Member Service and legislative change updates.
- Substantial assurance received in relation to WLBC Internal and External Audits.
- Supported WLBC in implementing PSN compliance and system upgrade to the Civica Financials System.

- Succession planning / knowledge and skills transfer completed to enable the release of key team members on VR to support the contribution of 10% of contract savings to WLBC's 2017/2018 budget.

'Challenges' to the Delivery of Service

The R&B Service experienced several significant challenges to service deliver in 2016/17, all of which were unplanned as the Annual Service Plan was developed and other priorities agreed. However full support was provided to manage these developments effectively; the main challenges included:

- **Closure of Ormskirk Magistrates Court:** Early in the Financial Year it was announced that the local Magistrates Court would close and that alternative services would have to be provided from both Preston and Wigan Magistrates Courts. This change has had a significant impact on the service in year and will continue to impact service delivery on an ongoing basis.

The in-year impact resulted in us not having any court facilities available to escalate debt recovery during a three month period, whilst the court closed and new arrangements were developed. Action required included rescheduling court dates and undertaking fundamental system and document changes, all of which had a detrimental impact on debt recovery and as such the services ability to meet challenging service level agreement targets.

The ongoing impact will also result in additional resources being consumed to support two courts with further time being absorbed due to increased travel.

- **Civica Financials Upgrade:** It was also identified early on in the year that in order for the Council to obtain PSN Accreditation their Civica Financials System would require an upgrade. This directly impacted the service as the Civica Icon Cash Receipting System which is utilised within the service forms part of the Financials package. Therefore work was required to support the Council in the upgrade which impacted significantly on staffing resources during a period of several months. Key staff worked with colleagues within ICT Services and the Council to undertake detailed User Acceptance Testing which was particularly challenging and time consuming. However this rigorous approach ensured the system upgrade was implemented relatively smoothly.
- **WLBC Savings Target:** At the request of the Council the service carried out significant work in identifying options for delivering further savings over and above the initial reduction in cost to WLBC agreed as part of the initial contract agreement. Initial options were identified and shared with colleagues from WLBC and following full impact review several options were agreed which supported the release of savings circa. **10% of the contract value**. This was a particularly challenging exercise as the service had very recently undergone a restructure and realigned its resources accordingly.

6 Quality

BT Lancashire Services are committed to maintaining and developing the standards and procedures under which our services operate. In order to achieve this we constantly refine our processes, measuring ourselves against national standards and exemplars of best practice, to ensure the best outcome for our customers.

The following list details the quality highlights achieved during 2016/2017:

- ICT Services attained ISO 9001:2008 Quality Management System accreditation in June 2012 (alongside Payroll and Recruitment Services) and have retained their certification at every surveillance and full audit thereafter. During June 2015's audit, the Revenues and Benefits Service (alongside Finance and Commercial Services) were included in Scope, and were also deemed to be meeting the Standard. Work commenced during the year to align all service areas towards the new 2015 version in readiness for the external audit scheduled for June 2017.
- Investors in People (IiP) is a national quality standard that sets a level of good practice for improving an organisation's performance through its people. The county council achieved corporate Investors in People (IiP) recognition in June 2007 and it was successfully reviewed in 2010 and again with full re-assessment in September 2014. As part of this ongoing process, BTLS will continue to provide support by way of a representative sample of staff from across all services and grades when required although it is believed that it is highly unlikely an agreement for pursuing IiP will be forthcoming until after the elections in May.
- ICT Services continue to align processes and working practices to ISO20000 - the standard that describes the requirements for an information technology service management (ITSM) system, mirroring the best practices described within the IT Infrastructure Library (ITIL) framework.
- In addition, ICT Services align to ISO27001 - the international standard that describes best practice for an information security management system (ISMS).
- Service specific training programmes across the organisation focuses heavily on delivering a quality service and all staff in the new ICT Service Centre underwent an enhanced Customer Care Programme.