



# Monthly Operational Report

(for the month of)

## September 2012 (FY 12/13 – P6)

**Date: 16 October 2012**

**Version: 0.1**

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**SEPARATE FILES TO BE READ IN CONJUNCTION WITH THIS REPORT:**

- **ELEVATE RISK LOG**

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## 1 Executive Summary

### Introduction

The monthly operational report provides a summary of performance in each area of the business. The full range of statistics and management information is available to all members of Elevate staff and the Council client team on the new Elevate Shared Area on the Council's intranet through the following link:

<http://staffnet/SharedArea/>

### RBGIR

September 2012 Performance

#### Benefits:

- LA error (KPI-12) is at 0.47% and above the target of 0.44%. LA error is running at a higher level this year compared to last year because of increased levels of outstanding work. This in turn is driven by a workload that has increased by 25% over the past year.
- There is a substantial risk to the service until the scale change is resolved.
- LBBD have agreed to fund two additional agency staff for the remainder of the financial year.

#### Council Tax:

- Council Tax collection (KPI-06) is 0.3% above target.
- Arrears (KPI-11) collection totalled £849k above profile by £249k.

#### Rents:

- Rents collection (KPI-08) is 0.24% below target at 96.56%.
  - Performance has improved compared to August.
  - Focus on eviction and recovery processes with Housing to bring performance back in line with target.

#### General Income:

- Leasehold collection (KPI-09) is 1.82% above target.
- HB overpayments collection was £199k above profile.
- General Income collection from Oracle is above profile by 1.92%.

### ICT

In September the ICT KPIs have all been met and all key applications were available 100%.

Service improvements have continued to be the focus of ICT with further additions and improvements to the Service Request Portal.

The ICT support for the Paralympics was completed with no incidents and the BOCC has now been closed and decommissioned. Work on building the DLO infrastructure has commenced and regular ICT project meetings are in place.

To improve our focus on problems, including non KPI application issues, we have appointed Pete Duxon as Problem Manager.

## **B&D Direct**

In September, the Generic Contact Centre achieved the PCA KPI target but did not achieve PCA 30 KPI target. The reason PCA 30 target was not achieved was due to two reasons, receiving 1588 extra calls in the first 6 days of the month and providing additional support to the OSSs to help reduce the wait times for customers at the end of the month for Parking. If the additional calls were excluded, both KPI's would have been exceeded.

There have been substantial queues in the One Stop Shops caused by the number of Parking Permit applications and the volume of callers for Benefits.

Additional Benefits staff have been placed in the OSSs to assist.

The Parking Permit process has been substantially revised and an action plan has been agreed with Parking Services to move the process to back-office initially and then to add it to the customer portal.

## **Procurement and Accounts Payable**

Overall September has been a positive month for Procurement & AP with numerous new projects started and high levels of buying activity being conducted via iProcurement. KPI performance was very strong from AP paying with **95.05%** of all invoices paid in less than 30 days.

Other key activities include:

- Attended numerous R12 Oracle workshop representing LBBD
- Completed & shared the Councils Procurement strategy and buying guide
- Continued supporting the resolution of the Procurement Savings Methodology
- Continued to support Housing manage the Procurement requirements for the new Repairs & Maintenance Direct Labour Organisation (DLO)
- Raised 617 purchase orders in September

## **Transformation & PMO Service**

For the month of September 2012 both projects performance indicator targets were successfully achieved with 82.14% of projects rated 'Green' for cost, schedule and quality and 100% of project highlight reports submitted on time and to quality standard.

- A total of 6 projects were completed in September. These were:
  1. Swimming Lessons Re-enrolment Phase Two
  2. Electronic Signage
  3. Trident and Flexible Learning
  4. SMS phase 2
  5. BOCC and SMS for Olympics
  6. Web enhancements

- Spot-light case studies on Swimming Lesson Enrolment and Electronic Signage are included in this month's update.
- There are 37 projects in-progress being delivered.
  - 24 projects are rated 'Green'
  - 4 are rated 'Amber'
  - 3 are 'Awaiting Start'
  - 5 are 'On Hold'.
  - 1 project is rated as 'Red' - Online Services Portal – Phase 2 (Council Tax, Rents and Housing Benefits) – where a project milestone has been missed and change request for additional funding has been submitted to the LBBB Modernisation and Improvement Working Group for resolution.
- There are currently 71 proposed projects being scoped by Elevate.
- The 12 month rolling average for the consumption of pre-bought project days for small projects and scoping was 138.5 days in September 2012. This is in-line with the expected 140 days available.
- During September 2012, Elevate supported the requirements of the Borough's Olympics efforts, which were successful with no major incidents reported during a very hectic period.

## **HR & Payroll**

All KPIs and PIs for September were met. The following milestones were also achieved:

- HR service request open cases remaining at 70 for week ending 30<sup>th</sup> September (we receive an average of 100 queries per day)
- Hornbill configuration and testing
- Soft roll out of iGrasp recruitment system to Schools
- iGrasp recruitment system training programme for corporate managers scheduled to commence in October.
- Part one of Online CRB registration process completed

## **PFI Contracts - Performance Review**

All PFI Performance Indicators (PIs) were met for the month of September 2012.

The PFI contracts performance reports for Jo Richardson Community School (JRCS), Eastbury Comprehensive School (ECS) and Dagenham Park Church of England School (DPCoES) did present some issues. There were performance deductions at JRCS in the month.

The performance measures will be reviewed in the next PFI Performance Meeting on 17<sup>th</sup> October 2012.

## **Technical Services**

The Technical Services Team experienced no major issues or incidents during September and all performance indicators were met.

## **Property Services**

The Property Services Team experienced no major issues or incidents during September and all performance indicators were met.

**Dashboard - Key Performance Indicators (Phase 1 Services) (KPIs)**

KPI and PI Performance for September 2012

KPI Performance				
No.	Description	Service Level	Acceptable Level	Tier Level
<b>B&amp;D Direct</b>				
1	Customer Enquiries resolved at first point of contact in OSS	98.87%	90.00%	1
2	Online Transactions - % take up of transactional online services (A)	0.00%	5.00%	N/A
3	Average waiting time of customers in OSS (<30 mins)	79.81%	80.00%	2
4	Contact Centre: % of calls answered	80.96%	80.00%	1
5	Contact Centre: % of calls answered in 30 seconds	44.61%	50.00%	4
<b>Revenues and Benefits</b>				
6	Council Tax "In Year" collection (BVPI9)	55.50%	53.80%	1
7	General Income Collection Rate (In Year)	64.88%	62.96%	1
8	Rents: "In Year" collection	96.56%	94.85%	1
9	Leaseholder Income Collection	44.09%	31.95%	1
10	Overpayments Recovery Collection against Total Outstanding	£ 1,525,000	£ 1,272,960	1
11	Revenues Arrears Collections (Council Tax)	£ 849,000	£ 570,000	1
12	Benefits: LA Error Threshold	0.47%	0.44%	3
13	Benefits Assessment Quality (Financial)(A)	-	86.00	N/A
14	NI 181: Processing new claims / change of circumstances (days)	22.03	25.05	1
<b>ICT</b>				
15a	Telephony (Monthly Availability)	100.00%	99.00%	1
15b	Telephony (Cumulative monthly incidents)	0	10	1
16a	Applications Availability (Combined Outage in mins)	0	240	1
16b	Applications Availability - MS Exchange E-Mail	0	120	1
16c	Applications Availability - Internet Access	0	120	1
16d	Applications Availability - Website	0	120	1
16e	Applications Availability - Finance/Payroll	0	120	1
16f	Applications Availability - Housing System	0	120	1
16g	Applications Availability - Social Services	0	120	1
16h	Applications Availability - CRM	0	120	1
17	Incident fix time (% Fixed within SLAs)	93.00%	86.00%	1
18	% Projects rated Green	82.14%	75.00%	1
<b>Procurement</b>				
19	AP Payments <30 Days	95.05%	94.00%	1

Failure Points	
Total Failure Points	40

**Dashboard - Performance Indicators (Phase 1 Services) (PIs)**

No.	Description	Service Level	Acceptable Level	Tier Level
<b>B&amp;D Direct</b>				
1	% of emails received by B&D Direct and responded to within corporate guidelines	100.00%	99.00%	1
2	% of Telecare calls answered within 60 seconds	99.17%	98.50%	1
3	% of Telecare faults repaired within 48 hours	100.00%	90.00%	1
4	Number of stage 1 complaints logged and allocated to correct service area on day of receipt based upon a sample size of 35 each month	35	33	1
5	Number of FOIs allocated to correct service area on day of receipt based upon a sample size of 35 each month	35	32	1
6	Number of complaints closed on day of receipt of notification from service area based upon a sample size of 35 each month	35	32	1
<b>Revenues and Benefits</b>				
7	NNDR In Year Collection (LBBD)	55.50%	55.60%	2
8	NNDR In Year Collection (LBH)	58.90%	58.60%	1
9	Increase to Direct Debit Collection Ctax Numbers (A)	-	5.00%	N/A
10	Increase to Direct Debit Collection Rent Numbers (A)	-	5.00%	N/A
11	Council Tax Reviews (A)	-	33.00%	N/A
12	General Income Collection (Former Tenant Arrears)	-	TBA with Housing	N/A
13	Calls Answered	73.97%	80.00%	4
14	Benefits Assessment Quality (Non-Financial) (A)	-	85.00%	N/A
15	Parking Income Collection	16.26%	18.00%	2
16	% of Fairer Contribution invoices of 90 day old invoices	89.57%	87.00%	1
17	Reconsiderations actioned within a month	59.00%	80.00%	4
18	Finish year within 15% of Discretionary Award Budget (A)	-	15.00%	N/A
19	Fraud Sanctions per FTE per quarter (Q)	3.5	5	3
<b>ICT</b>				
20	Incident Resolution Satisfaction	6.3	4.0	1
21	Reopened Incidents (Number of service desk incidents which were re	1.5%	<15.00%	1
22	Setup new users (% of all requests to set up a new member of staff	93.00%	86.00%	1
23	First Time Fix Rate	58.00%	30.00%	1
24	Calls at Service desk answered within SLA	90.00%	80.00%	1
25	% of Priority 1 (P1) incidents fixed within timescale	100.00%	86.00%	1
26	Time taken to supply standard items within SLA	0.00%	70.00%	N/A
27	Annual Customer Satisfaction (A)	Oct-12	Socitm median performance	N/A
28	% of project highlight reports agreed with project sponsor within 10 working days of month end	100.00%	95.00%	1
<b>Procurement</b>				
29	Total LBBD Spend under new contract (A)	0.00%		N/A
30	Local SME Spend (A)	0.00%		N/A
31	AP Payments by BACS	88.51%	83.00%	1

**Key (A) = Annual; (Q) = Quarterly**

**Service deficiency points:** Tier 1 = 0 points; Tier 2 = 3 points; Tier 3 = 5 points; Tier 4 = 7 points;  
Tier 5 = 12 Points; Tier 6 = 17 Points

Dashboard - Key Performance Indicators (Phase 2 Services) (KPIs)

KPI Performance Phase 2 Services				
No.	Description	Service Level	Acceptable Level	Tier Level
<b>Property Services</b>				
20	Level of voids		8.00%	
<b>Technical Services</b>				
21	Stock Conditions data input accuracy	N/A <sup>1</sup>	95.00%	N/A
<b>HR &amp; Payroll</b>				
22	Pre-payroll error rate	0.0024%	0.60%	1
23	Pre-payroll admin completed on time and accurately	0.00%	2.00% error rate	1
24	Schools - contracts issued within agreed timescales	100.00%	97.00%	1
25	Completion of Schools Workforce Census on time (A)	N/A	100.00%	N/A
26	Offer letters to successful applicants within 3 working days	100.00%	85.00%	1

<sup>1</sup>The Database (Codeman) is currently being implemented by LBBB Housing and the project needs to be completed before this KPI can be measured.

**Dashboard - Performance Indicators (Phase 2 Services) (PIs)**

PI Performance Phase 2 Services				
No	Description	Service Level	Acceptable Level	Tier Level
<b>Property Services</b>				
32	Lease Renewals		85.00%	
33	Rent Reviews		85.00%	
<b>Technical Services</b>				
34	Reception – Number of complaints received per annum	0	12	1
35	Percentage of K2 System requests competed accurately within 1 working day	97.00%	90.00%	1
36	NI158 Decent Homes Figures – to be provided on 15 <sup>th</sup> every three months (Q)	Note	The 15 <sup>th</sup> every quarter	
<b>HR &amp; Payroll</b>				
37	Number of notices of error in PAYE and NI calculation received from HMRC	0	0	1
38	Number of Additional payroll runs due to service error	0	2	1
39	School pre-employment checks	100.00%	5 working days	1
40	Ensure all schools staff who require it have up-to-date CRB clearance	95.64%	94.00%	1
41	Inform payroll of leaver within 5 days of notification	100.00%	5 working days	1
42	The GSCC update reports	100.00%	100.00%	1
43	Accuracy of data within management information	100.00%	97.00%	1
<b>PFI Contracts</b>				
44	PFI Managing all deduction payment arrangements, escalating appropriate rectification notices	0	2 working days	1
45	Annual DfE and PfS data returns completed within 4 weeks of a request (A)	N/A	On time	N/A

## 2 Revenues, Benefits, General Income & Rents

### Performance Summary

#### KPIs

Ref	Description	Measure	Target 12/13	Target September 12	Actual September 12	Diff in cash or %
KPI-06	Council Tax "In Year" Collection (BVPI-9)	%	94.50%	55.2%	55.5%	+0.3%
KPI-07	General Income Collection Rate <sup>1</sup>	%	99.62%	62.96%	64.88%	+1.92%
KPI-08	Rents: "In Year" collection (BVPI-66a)	%	96.80%	96.80%	96.56%	-0.24%
KPI-09	General Income collection rate (Leaseholders)	%	86.26%	42.27%	44.09%	+1.82%
KPI-10	Overpayments Recovery Collection against Total Outstanding	%	£2.648m	£1,326k	£1,525k	+£199k
KPI-11	Revenues Arrears Collection (C Tax)	%	£1.2m	£600k	£849k	+£249k
KPI-12	Benefits: LA Error Threshold	% (Low)	0.38%	0.38%	0.47%	+0.09%
KPI-13	Benefits: Assessment Quality (Financial) Quarterly measure Q2 of 2012-13 <sup>2</sup>	%	85%	85%		
KPI-14	Time taken to process HB/CTB New claims	Days(Low)	21	21	18.94	-2.06
KPI-14a	Time taken to process HB/CTB Change events	Days (Low)	15	19.18	22.41	+3.23

<sup>1</sup> There is no monthly target. Comparison is with same point last year.

<sup>2</sup> This will be available in the October report.

PIs

Ref	Description	Measure	Target 12/13	Target Sep 12	Actual Sep 12	Diff in cash or %
PI-07	NNDR In Year & Arrears Collection (LBBD)	%	97.10%	56.60%	55.50%	-1.10%
PI-08	NNDR In Year & Arrears Collection (LBH)	%	97.40%	59.60%	58.90%	-0.70%
PI-09	Council Tax Direct Debits	Number	27,753	27,088	27,675	+587
PI-10	Rents Direct Debits	Number	4,660	4,552	4,574	+22
PI-11	Council Tax Reviews (YTD) (Student <sup>3</sup> exemptions)	Number	100%	N/A		
PI-12	Former tenant arrears	%	TBA	TBA	4.08%	
PI-13	Calls Answered	%	80.00%	80.00%	73.97%	-6.03%
PI-14	Benefits Assessment Quality (Non-Financial) Q2 of 12-13 <sup>4</sup>	%	85%	85%		
PI-15	Car Parking collection <sup>5</sup>	%	18%	18.00%	N/A	N/A
PI-16	Fairer charging (Collection after 120 days)	%	90.00%	90.00%	89.57%	-0.43%
PI-17	Reconsiderations	%	80%	80%	59%	-21%
PI-18	Discretionary Awards <sup>6</sup>	%	85% - 100% spend	44%	39.11%	+4.89%
PI-19	Fraud Sanctions <sup>7</sup>	per FTE per quarter	5	5	3.5	-1.5

<sup>3</sup> To be completed in Qtr 3

<sup>4</sup> This will be available in the October report.

<sup>5</sup> This is reported annually by batch of warrants, first batch to be reported in Dec 12.

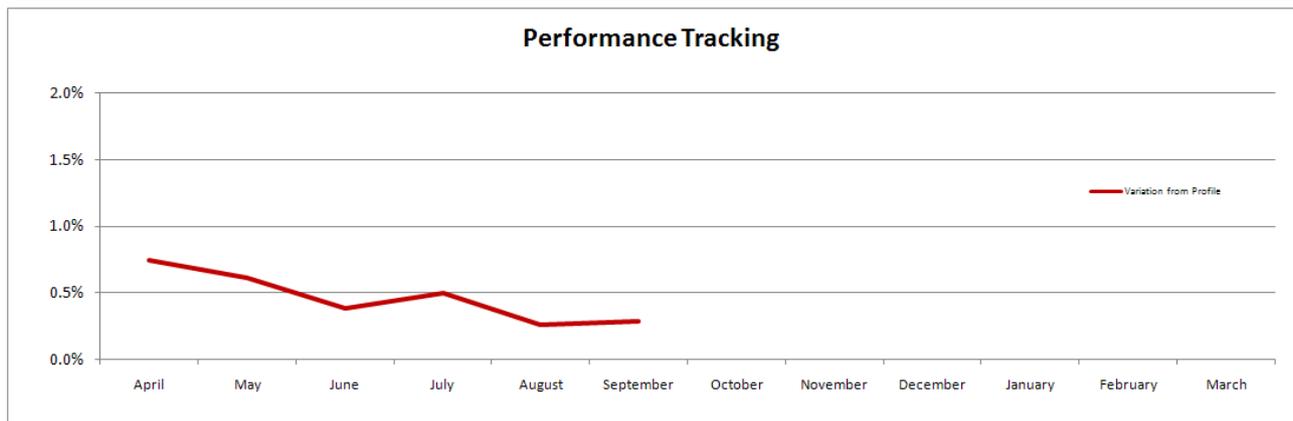
<sup>6</sup> This is reported 1 month in arrears, so it relates to July targets and performance

<sup>7</sup> Reported quarterly

**KPIs**

**KPI-06: Council Tax In-Year Collection**

	09/10	10/11	11/12	12/13	Profile Lower Threshold	Profile to Threshold	12/13			Variation - Actual from Profile
	% Collected	% Collected	% Collected	% Profile	% Collected	Threshold Range	NCD (£'000)	Amount Collected (£'000 YtD)	12/13 % Collected	Variation from Profile
April	11.0%	11.1%	10.8%	10.8%	9.8%	-1.50%	£ 51,976	£ 6,002	11.5%	0.7%
May	19.8%	19.9%	20.0%	20.1%	18.6%	-1.50%	£ 51,880	£ 10,747	20.7%	0.6%
June	28.8%	29.0%	28.9%	29.0%	27.8%	-1.25%	£ 52,011	£ 15,282	29.4%	0.4%
July	37.7%	37.7%	37.6%	37.8%	36.6%	-1.25%	£ 52,204	£ 19,995	38.3%	0.5%
August	46.3%	46.1%	46.3%	46.5%	45.5%	-1.00%	£ 52,417	£ 24,509	46.8%	0.3%
September	54.7%	54.8%	55.0%	55.2%	54.2%	-1.00%	£ 52,416	£ 29,086	55.5%	0.3%
October	63.9%	63.3%	63.7%	63.9%	62.9%	-1.00%				
November	72.6%	72.3%	72.9%	73.2%	72.4%	-0.80%				
December	81.2%	80.8%	81.5%	81.9%	81.4%	-0.50%				
January	89.4%	89.2%	90.0%	90.4%	90.1%	-0.30%				
February	91.5%	91.5%	92.5%	92.9%	92.8%	-0.10%				
March	92.9%	92.9%	94.1%	94.5%	94.5%	0.00%				
NCD Collected	£ 50,666	£ 51,180	£ 51,488							
	£ 47,084	£ 47,535	£ 48,466							

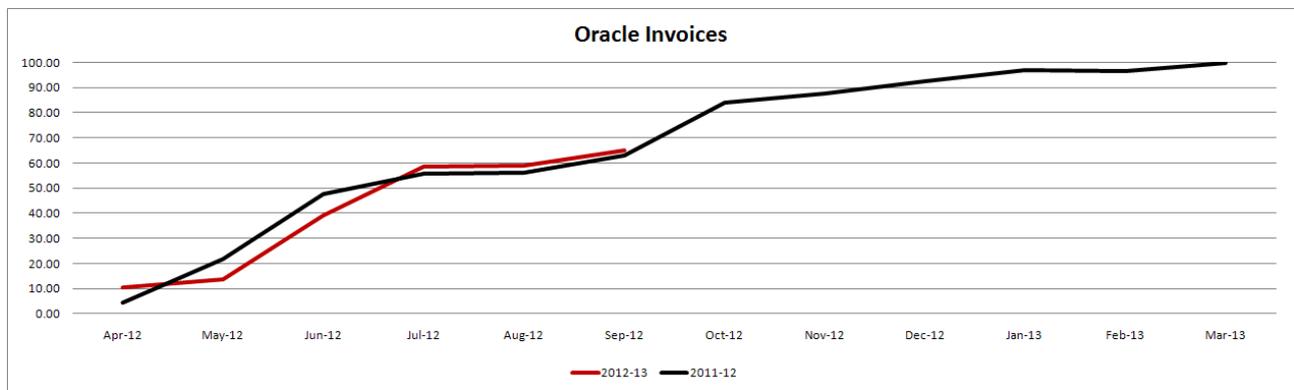


**Commentary**

- Council Tax collection is 55.5% which is 0.3% above the target.
- Factors affecting collection in September were:
  - The call centre quality check has been completed. Improvements in the way calls could be handled have been identified. Plans are underway to move the council tax team from 90 Stour Road to Roycraft House to help support the call centre improve quality and assist in resource utilisation between front and back.
  - One stop shop Training needs analysis completed. A plan for mentoring staff and team leaders is being drawn up and will start in October.

**KPI-07: General Income Collection**

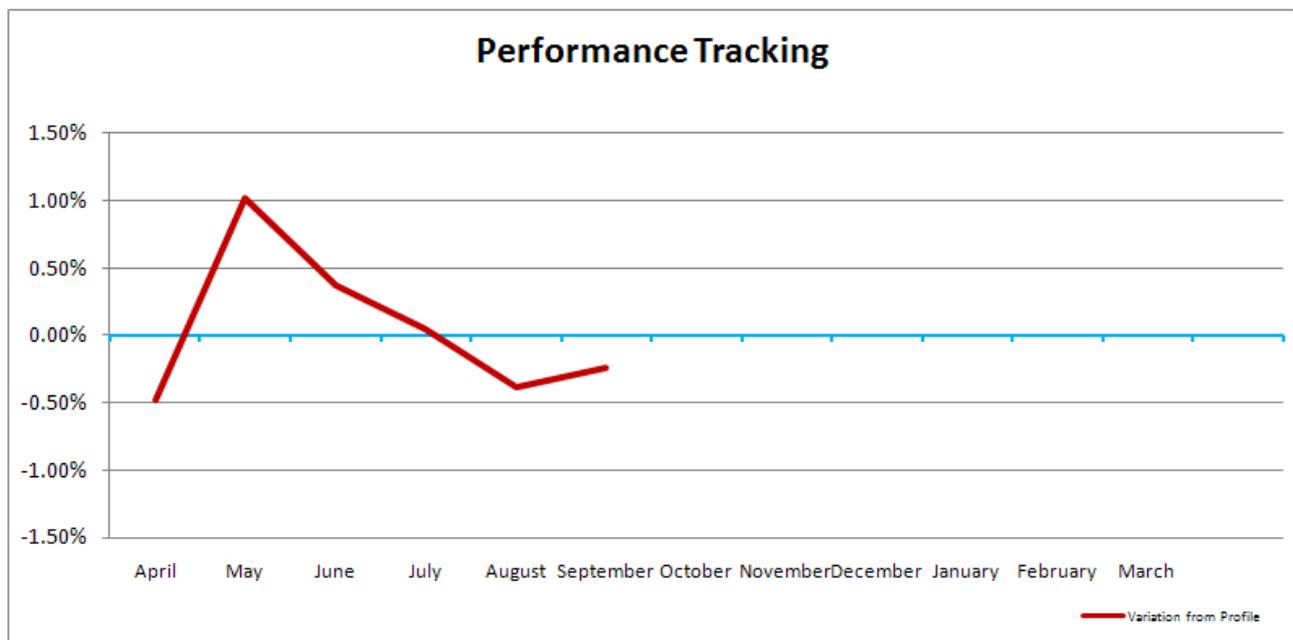
	Collectable debts	Running Total Collectable	PAID	Running Total Paid	2012/2013	Profile 2011/2012
Apr-12	2,074,227.87		221,230.36	221,230.36	10.67	4.29
May-12	7,138,630.70	9,212,858.57	1,039,363.43	1,260,593.79	13.68	21.70
Jun-12	5,213,391.34	14,426,249.91	4,393,752.20	5,654,345.99	39.19	47.58
Jul-12	5,353,742.11	19,779,992.02	5,899,809.47	11,554,155.46	58.41	55.78
Aug-12	4,816,318.67	24,596,310.69	2,990,960.90	14,545,116.36	59.14	56.11
Sep-12	7,944,148.28	32,540,458.97	6,567,407.82	21,112,524.18	64.88	62.96
Oct-12	0.00	32,540,458.97	0.00	21,112,524.18		84.09
Nov-12	0.00	32,540,458.97	0.00	21,112,524.18		87.73
Dec-12	0.00	32,540,458.97	0.00	21,112,524.18		92.52
Jan-13	0.00	32,540,458.97	0.00	21,112,524.18		96.95
Feb-13	0.00	32,540,458.97	0.00	21,112,524.18		96.37
Mar-13	0.00	32,540,458.97	0.00	21,112,524.18		99.62



- General Income collection from Oracle stands at 64.88% which is 1.92% above the same point last year.
- This month focus continued on high level debts. The team have telephoned, e-mailed and visited customers to develop good working relationships and secure payment.

### 4.3 KPI-08: Rent Collection

	Profile '12/13	12/13			Variation - Actual from Profile
		12/13 % Profile	Amount Due to be Collected (£'000 YtD)	Amount Collected (£'000 YtD)	% Collected
April	96.80%	£ 99,914	£ 96,238	96.32%	-0.48%
May	96.80%	£ 99,896	£ 97,720	97.82%	1.02%
June	96.80%	£ 99,877	£ 97,056	97.18%	0.38%
July	96.80%	£ 99,826	£ 96,673	96.84%	0.04%
August	96.80%	£ 99,739	£ 96,164	96.42%	-0.38%
September	96.80%	£ 99,705	£ 96,277	96.56%	-0.24%
October	96.80%				
November	96.80%				
December	96.80%				
January	96.80%				
February	96.80%				
March	96.80%				



#### Commentary

- Collection is below target by 0.24%. This represents increased collection of 0.14% on the position at the end of August.
- This is caused by the impact of the new arrangements for eviction applications to be approved. The imminent threat of eviction yielded an extra £86,000 to the same point last year compared to this year. The full year effect of the 86k would be 0.17% for the year almost closing the gap to 0.07%.

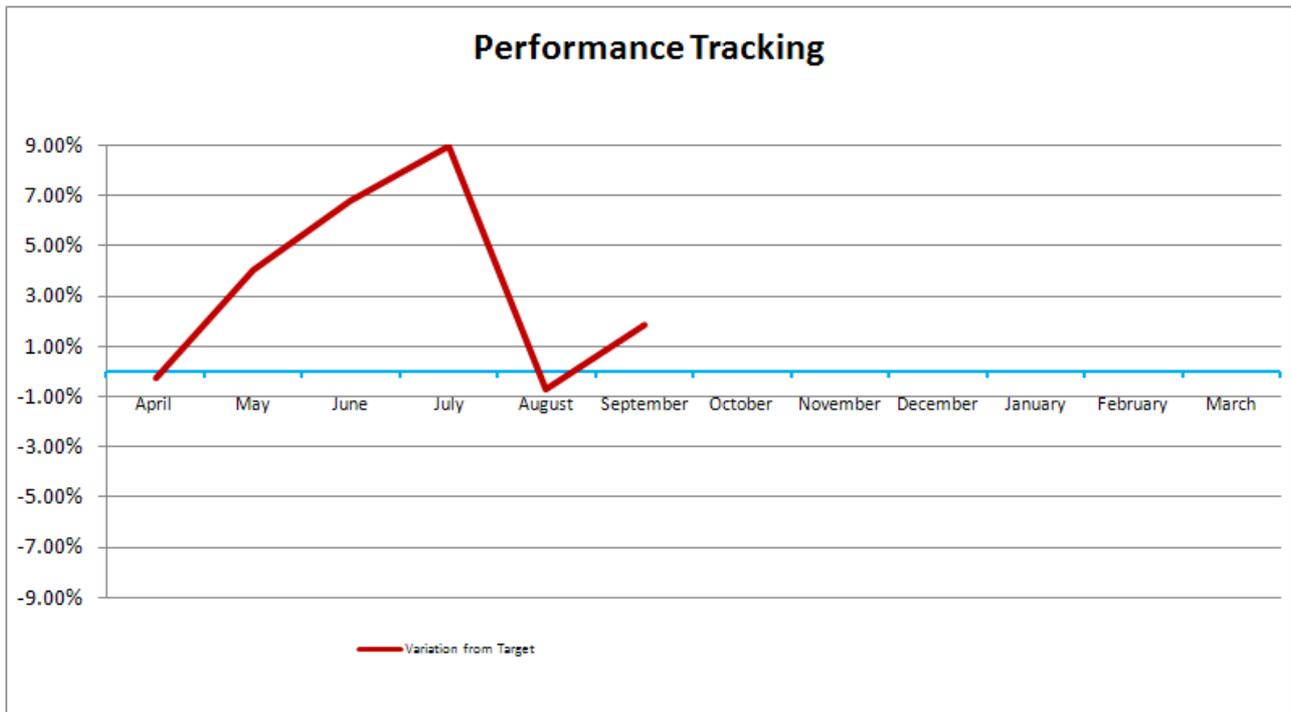
#### Actions and improvements:

- 
- Continued focus on reminding and contacting tenants who have fallen behind in rental payments.
  - Procedures have been agreed with Housing to ensure rent income is maximised with the focus being on 'sign up' and 'settling in' visits to ensure maximum assistance is provided to all new tenants so that full rent liability paid from week one. These went live in September in Dagenham as a pilot to test the new procedures. Data will be available for review in October.
  - Other areas of housing management processes which affect arrears collection; primarily around tenancy end when the tenant is known to have moved out; have been reviewed with housing management. New procedures are expected to be rolled out by Housing from late October.

**KPI-09: General Income (Leaseholders)**

2012/13	
Debit (In Yr)	£ 3,177,143 Projected
Debit (Arr-Oracle)	£ 47,421.70
Debit (Arr-Cap R4)	£ 408,563.00
Debit (Arr-Rolled)	£ 88,067.85
<b>Total Debit</b>	<b>£ 3,721,195.55</b>

Cumulative Receipts per System					Collection % of Total		Variation from Target
	Oracle	Capita (C/Y)	Capita R4	Total	Debit	Target	
April	£ 10,069	£ 347,874	£ 60,096	£ 418,039	11.23%	11.50%	-0.27%
May	£ 15,172	£ 581,633	£ 89,904	£ 686,709	18.45%	14.43%	4.03%
June	£ 15,333	£ 725,538	£ 108,758	£ 849,629	22.83%	16.05%	6.79%
July	£ 17,278	£ 1,036,663	£ 155,144	£ 1,209,085	32.49%	23.55%	8.94%
August	£ 17,280	£ 1,207,149	£ 193,189	£ 1,417,618	38.10%	38.79%	-0.69%
September	£ 22,481	£ 1,397,493	£ 220,649	£ 1,640,623	44.09%	42.27%	1.82%
October						51.05%	
November						58.31%	
December						67.71%	
January						76.56%	
February						83.36%	
March						86.26%	

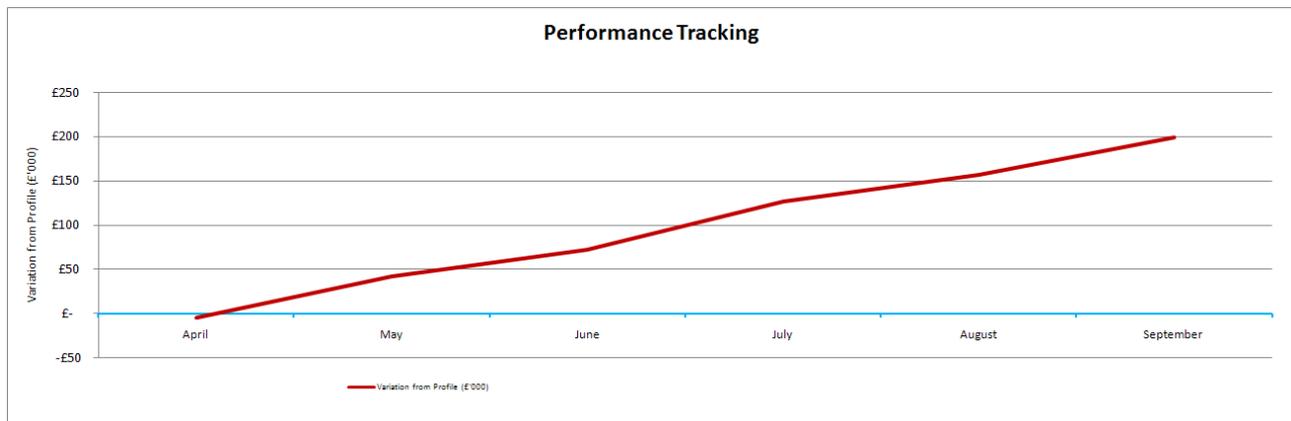


**Commentary**

- Performance for September at 44.09% is 1.82% above the target.
  - Focus will continue to be on telephoning customers who are paying late and court action which will prompt further payments.
  - The variance from profile is due to a slight change in the reminder profile.

## KPI-10: Benefit Overpayment Collection

2012/13	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total Balance Outstanding at Month End	£ 8,882	£ 8,977	£ 8,981	£ 9,101	£ 9,158	£ 9,230	£ 9,473						
Variance	£ -	£ 95	£ 4	£ 120	£ 57	£ 72	£ 243	£ 9,473	£ -	£ -	£ -	£ -	£ -
Gross Raised in Year (YTD)	£ -	£ 494	£ 1,312	£ 1,861	£ 2,351	£ 2,919	£ 3,583						
Variance	£ -	£ 494	£ 818	£ 549	£ 490	£ 568	£ 664	£ 3,583	£ -	£ -	£ -	£ -	£ -
In Year Balance Outstanding at Month End	£ -	£ 396	£ 639	£ 912	£ 1,104	£ 1,352	£ 1,740						
Variance	£ -	£ 396	£ 243	£ 273	£ 192	£ 248	£ 388	£ 1,740	£ -	£ -	£ -	£ -	£ -
HB Recovery (YTD)	£ -	£ 151	£ 341	£ 487	£ 655	£ 837	£ 1,003						
Variance	£ -	£ 151	£ 190	£ 146	£ 168	£ 182	£ 166	£ 1,003	£ -	£ -	£ -	£ -	£ -
Cash Recovery (YTD)	£ -	£ 65	£ 143	£ 248	£ 356	£ 425	£ 522						
Variance	£ -	£ 65	£ 78	£ 105	£ 108	£ 69	£ 97	£ 522	£ -	£ -	£ -	£ -	£ -
Year to date adjustments		£ 183	£ 729	£ 907	£ 1,064	£ 1,309	£ 1,467	£ 8,882	£ 8,882	£ 8,882	£ 8,882	£ 8,882	£ 8,882
Recovery (Cash & HB) (£'000)		£ 216	£ 484	£ 735	£ 1,011	£ 1,262	£ 1,525						
Recovery profile (£'000)		£ 221	£ 442	£ 663	£ 884	£ 1,105	£ 1,326	£ 1,547	£ 1,768	£ 1,989	£ 2,210	£ 2,431	£ 2,648
Variation from Profile (£'000)		£ 5	£ 42	£ 72	£ 127	£ 157	£ 199						

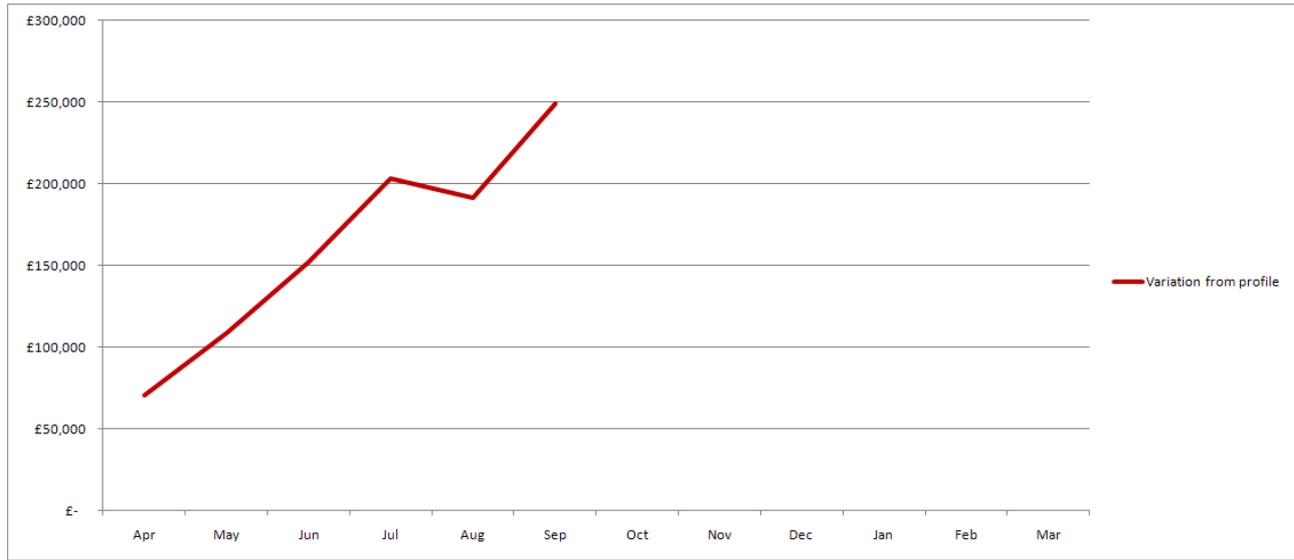


### Commentary

- September's recovery exceeded the monthly target of £221k. In September collection was £263k with the total now at £1,525k which is £199k above the profile.
  - Work continues to improve working practices and recovery action. For example September saw a more effective overpayment recovery letter schedule.

**KPI-11: Council Tax Arrears Collection**

2012/13	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Opening debit	£ 16,020,594	£ 15,336,894	£ 15,171,170	£ 14,971,021	14,508,548	14,269,552						
Closing debit	£ 15,336,894	£ 15,171,170	£ 14,971,021	£ 14,508,548	14,269,552	14,032,866						
Payments (Cash)	£ 170,652	£ 137,882	£ 143,489	£ 151,307	£ 88,414	£ 157,264						
Payments (cash) YTD	£ 170,652	£ 308,533	£ 452,022	£ 603,329	£ 691,743	£ 849,007	£ -	£ -	£ -	£ -	£ -	£ -
Monthly target profile	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000
Cumulative target profile	£ 100,000	£ 200,000	£ 300,000	£ 400,000	£ 500,000	£ 600,000	£ 700,000	£ 800,000	£ 900,000	£ 1,000,000	£ 1,100,000	£ 1,200,000
Monthly difference	£ 70,652	£ 37,882	£ 43,489	£ 51,307	-£ 11,586	£ 57,264						
Variation from profile	£ 70,652	£ 108,533	£ 152,022	£ 203,329	£ 191,743	£ 249,007						

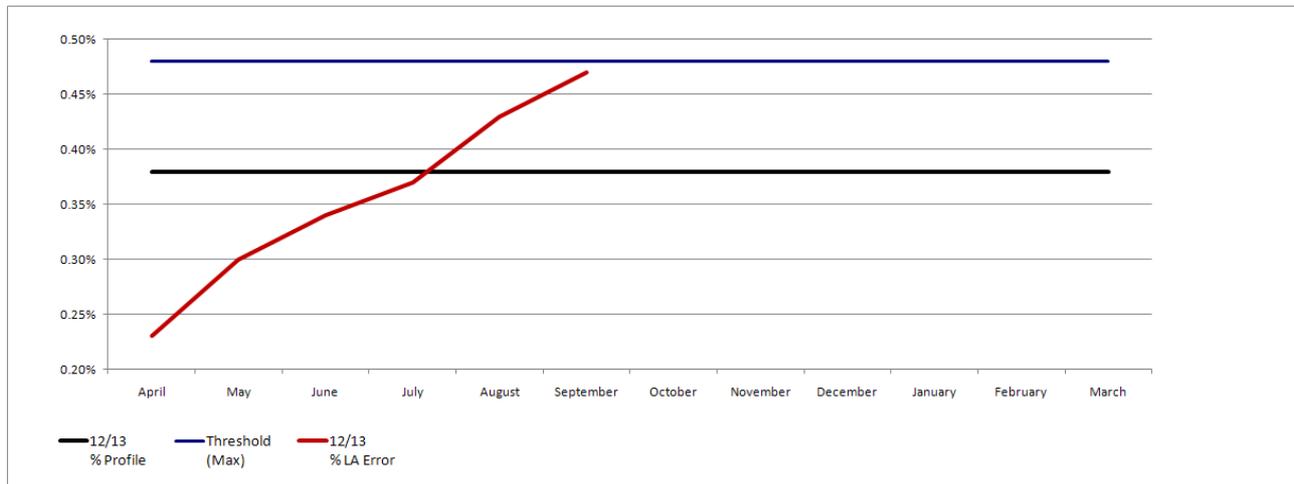


**Commentary**

- Total arrears collection is £249k higher than profile.
- Bankruptcy and committal action has been increased.

**KPI-12: LA Error**

	10/11	11/12	Proposed Profile (Monthly) '12/13	Proposed Threshold (Max)	Proposed Threshold (Min)	12/13	Variation from profile
	10/11 % LA Error	11/12 % LA Error	12/13 % Profile	Threshold (Max)	Threshold (Min)	12/13 % LA Error	
April	0.10%	0.32%	0.38%	0.48%	0.00%	0.23%	0.15%
May	0.19%	0.41%	0.38%	0.48%	0.00%	0.30%	0.08%
June	0.19%	0.46%	0.38%	0.48%	0.00%	0.34%	0.04%
July	0.22%	0.46%	0.38%	0.48%	0.00%	0.37%	0.01%
August	0.23%	0.44%	0.38%	0.48%	0.00%	0.43%	-0.05%
September	0.28%	0.43%	0.38%	0.48%	0.00%	0.47%	-0.09%
October	0.30%	0.40%	0.38%	0.48%	0.00%		
November	0.29%	0.38%	0.38%	0.48%	0.00%		
December	0.30%	0.35%	0.38%	0.48%	0.00%		
January	0.31%	0.35%	0.38%	0.48%	0.00%		
February	0.31%	0.35%	0.38%	0.48%	0.00%		
March	0.32%	0.36%	0.38%	0.48%	0.00%		



**Commentary**

- Local authority error overpayments were higher than the target level of 0.38%.
- Clearance of a build-up of older cases is in progress and on track. September saw the outstanding DWP notifications from ATLAS cleared.
- The weekly trend has peaked in September and the LA error rate has started to reduce.

**KPI-13: Benefits Assessment Quality (Financial)**

*(This is reported on a quarterly basis with Q1 reported in the July report, Q2 in October, Q3 in January's and Q4 in April's report.)*

2012/13 – Performance

Assessment Type	Period	Number Checked	Number Correct	Target	Percentage of Correct Assessments	Variation from target
Combined (NC & CiC)	Q1	126	117	85%	92.86%	7.86%
	Q2			85%		
	Q3			85%		
	Q4			85%		
	Overall	500		85%		

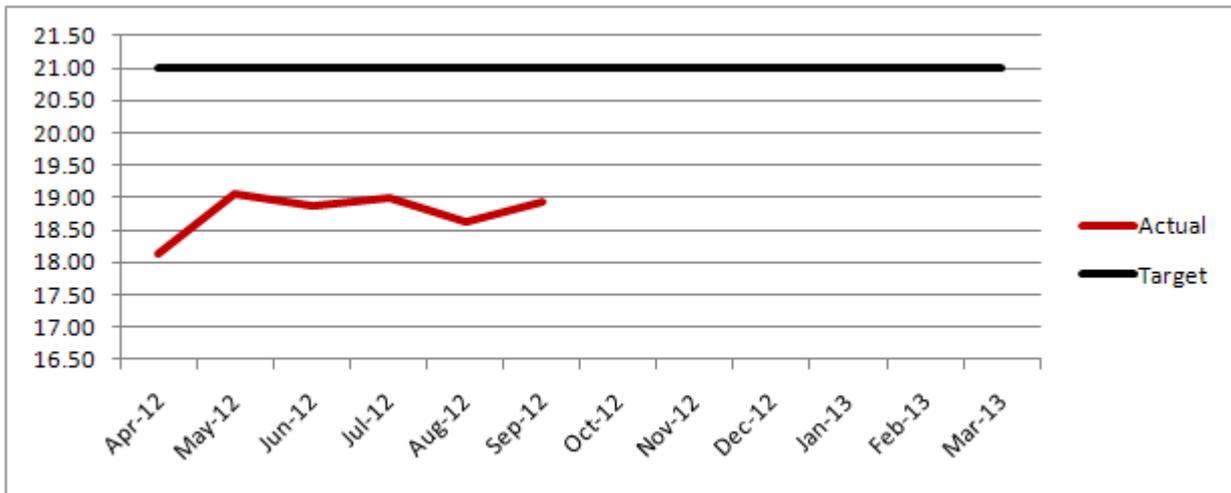
**Commentary**

- The quality improvement plan implemented in quarter 4 of last year has ensured improvements in quality for quarter 1. Quarter 2 performance will be reported in October's report.

**KPI-14: New Claims Processing Times**

**Benefits New Claims**

	Number Processed		Total Days		Actual		Target
	In Month	YtD	In Month	YtD	In Month	YtD	
Apr-12	1,038	1,038	18,825	18,825	18.14	18.14	21.00
May-12	1,112	2,150	22,180	41,005	19.95	19.07	21.00
Jun-12	859	3,009	15,819	56,824	18.42	18.88	21.00
Jul-12	936	3,945	18,127	74,951	19.37	19.00	21.00
Aug-12	964	4,909	16,418	91,369	17.03	18.61	21.00
Sep-12	917	5,826	18,984	110,353	20.70	18.94	21.00
Oct-12	0	5,826	0	110,353			21.00
Nov-12	0	5,826	0	110,353			21.00
Dec-12	0	5,826	0	110,353			21.00
Jan-13	0	5,826	0	110,353			21.00
Feb-13	0	5,826	0	110,353			21.00
Mar-13	0	5,826	0	110,353			21.00

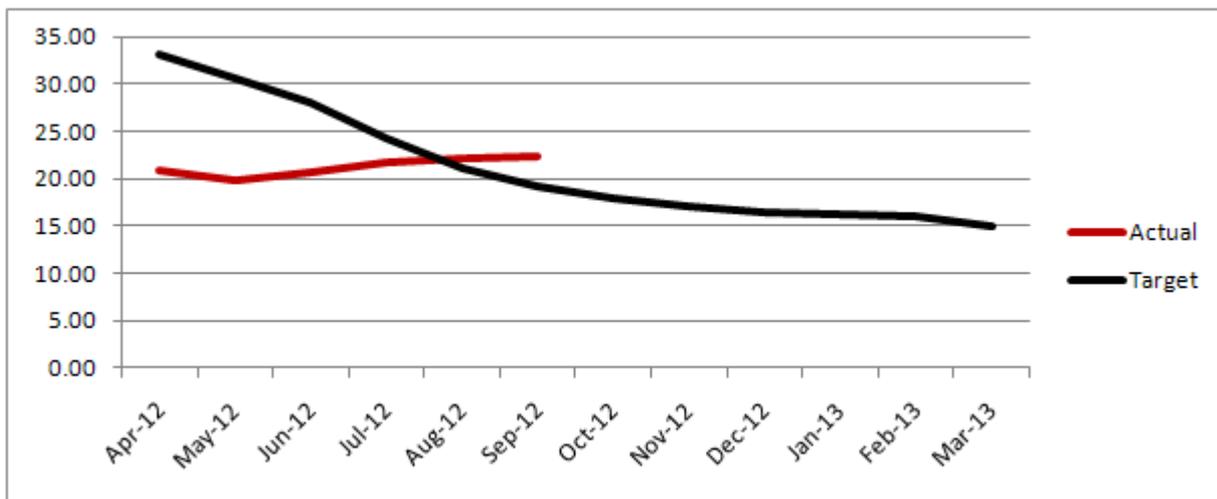


- Performance for New Claims stands at an average of 18.94 days at the end of September which is ahead of the annual target of 21 days.
- Higher numbers of customers are being seen through Benefits Direct but the quick turnaround of claims is being maintained.
- The challenge is to continue to resource the front office as well as maintain up to date with work coming into the back office.

**KPI-14a: Changes Processing Times**

**Benefits Changes**

	Number Processed		Total Days		Actual		Target
	In Month	YtD	In Month	YtD	In Month	YtD	
Apr-12	6,569	6,569	136,718	136,718	20.81	20.81	33.16
May-12	7,642	14,211	146,863	283,581	19.22	19.96	30.66
Jun-12	5,912	20,123	132,491	416,072	22.41	20.68	28.16
Jul-12	7,707	27,830	187,676	603,748	24.35	21.69	24.31
Aug-12	9,333	37,163	219,183	822,931	23.48	22.14	21.10
Sep-12	9,877	47,040	231,310	1,054,241	23.42	22.41	19.18
Oct-12	0	47,040	0	1,054,241			18.00
Nov-12	0	47,040	0	1,054,241			17.12
Dec-12	0	47,040	0	1,054,241			16.55
Jan-13	0	47,040	0	1,054,241			16.26
Feb-13	0	47,040	0	1,054,241			16.14
Mar-13	0	47,040	0	1,054,241			15.00



**Commentary**

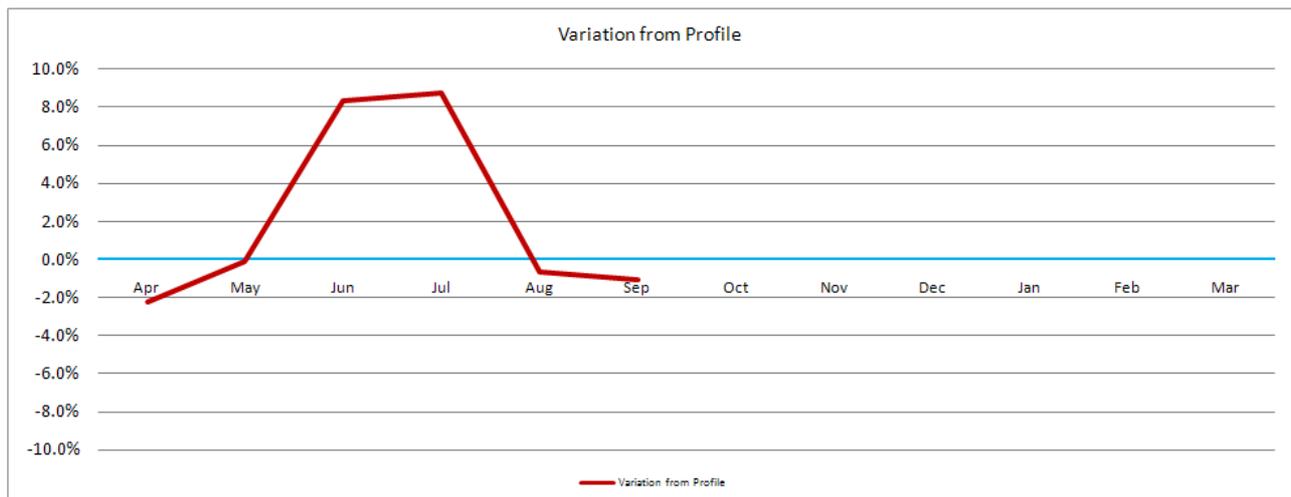
- Year to date performance on the changes PI was 22.41 days which is more than the profile of last year's performance.
- The increase in processing times is attributed to the clearance of old work.

## PIs

### PI-07: NNDR Collection (LBBD)

#### Current Year Collection

	09/10	10/11	11/12	Proposed Profile (Monthly) '12/13	Proposed Threshold (Min)	Threshold Range	12/13			Variation - Actual from Profile
	09/10 % Collected	10/11 % Collected	11/12 % Collected	12/13 % Projected	% Collected (Lower Threshold)	Threshold Range	NCD	Amount Collected (Ytd)	12/13 % Collected	Variation from Profile
Apr	7.7%	7.8%	8.8%	9.5%	8.0%	-1.50%	£ 57,766,457	£ 4,195,599	7.3%	-2.2%
May	24.5%	22.5%	16.2%	16.9%	15.4%	-1.50%	£ 57,671,593	£ 9,687,534	16.8%	-0.1%
Jun	33.1%	32.5%	23.7%	24.4%	23.2%	-1.25%	£ 57,949,381	£ 18,984,014	32.8%	8.4%
Jul	40.5%	40.4%	31.0%	31.7%	30.5%	-1.25%	£ 57,687,018	£ 23,336,706	40.5%	8.8%
Aug	48.1%	47.8%	47.9%	48.6%	47.6%	-1.00%	£ 57,556,085	£ 27,582,671	47.9%	-0.7%
Sep	55.6%	56.1%	55.9%	56.6%	55.6%	-1.00%	£ 57,292,237	£ 31,818,144	55.5%	-1.1%
Oct	63.5%	64.1%	62.8%	63.5%	62.5%	-1.00%				
Nov	71.4%	71.9%	70.8%	71.5%	70.7%	-0.80%				
Dec	78.6%	78.1%	79.1%	79.8%	79.3%	-0.50%				
Jan	85.8%	86.0%	86.6%	87.3%	87.0%	-0.30%				
Feb	90.8%	91.8%	91.5%	92.2%	92.1%	-0.10%				
Mar	95.6%	94.8%	96.4%	97.1%	97.1%	0.00%				
NCD	£ 50,391	£ 52,139	£ 53,362							
Collected	£ 48,162	£ 49,439	£ 51,439							

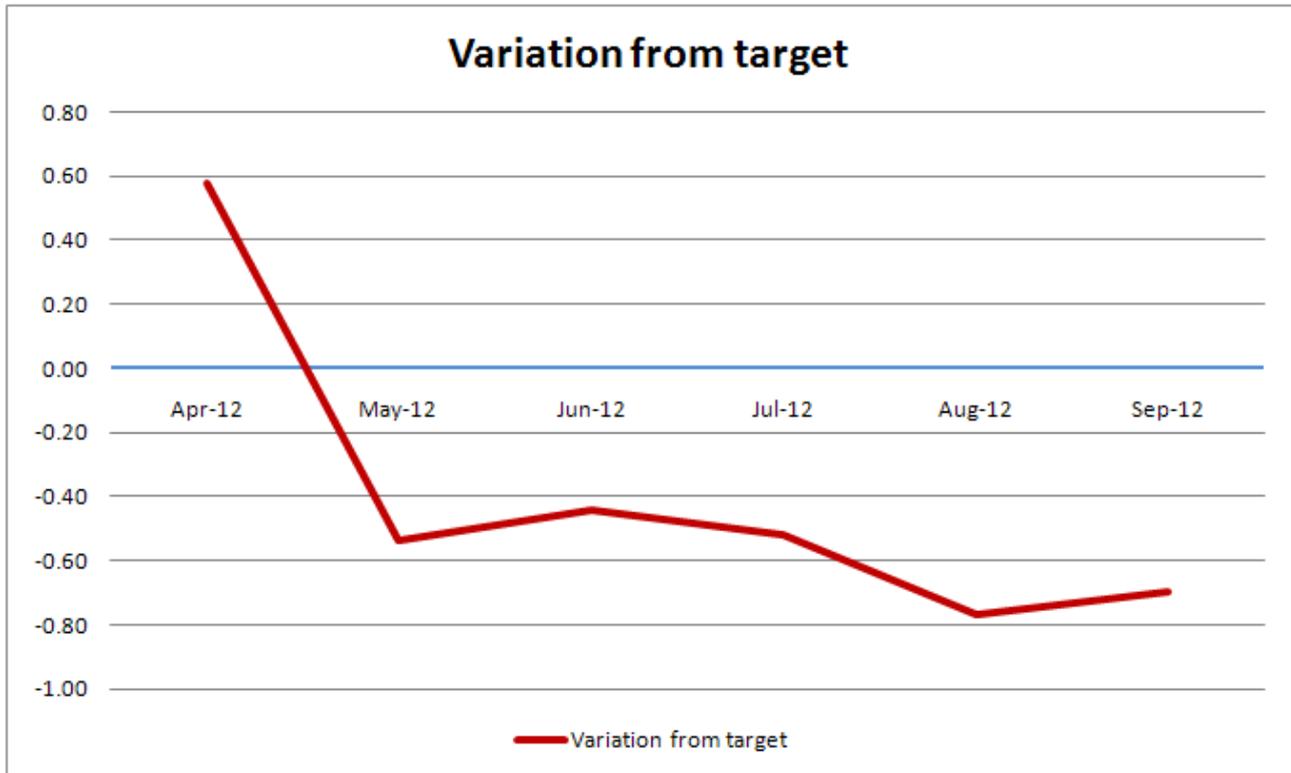


#### Commentary

- Collection rate is 55.5% for September, which is 1.1% below target.
- Collection has been affected by the following:
  - businesses in the borough continue to face tough trading conditions, and businesses are struggling to pay; summonses issued are up 9.57% so far this year and the amount due in future instalments is up by 3% compared to last year.
  - the government's deferral scheme to help businesses by delaying payments for 12-13 until March 2015 has reduced collection by 0.36%.
  - Collection at the same point last year was 55.9% which after allowing for deferral means this year's collection is 0.04% behind where it was last year and 0.74% below the target.

**PI-08: NNDR Collection (LBH)**

	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
2010/11	9.87	17.98	32.32	41.32	50.33	60.24	68.97	77.21	86.90	94.50	95.44	96.54
2011/12	9.05	19.17	31.82	40.72	50.08	59.10	68.22	78.13	87.79	95.38	95.99	96.92
2012/13	10.13	19.13	31.88	40.70	49.81	58.90						
Target	9.55	19.67	32.32	41.22	50.58	59.60	68.72	78.63	88.29	95.88	96.49	97.40
Variation from target	0.58	-0.54	-0.44	-0.52	-0.77	-0.70						

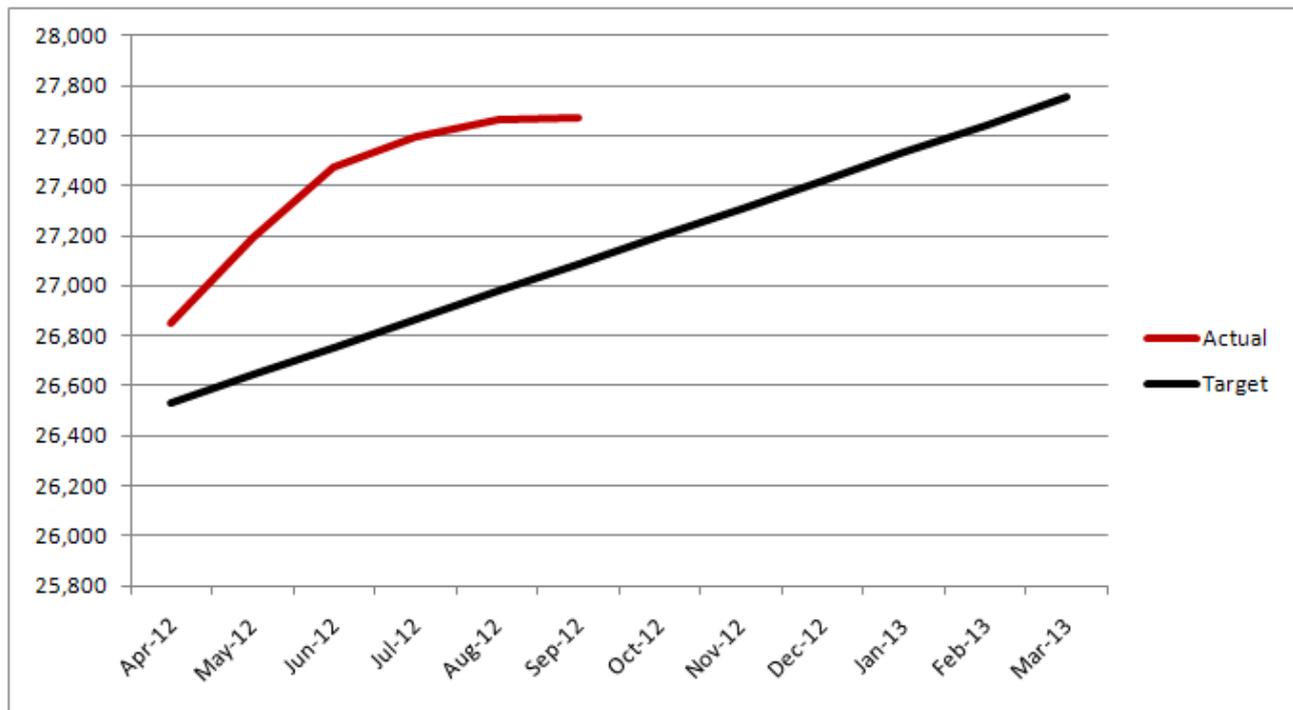


**Commentary**

- Collection rate is 58.9% which is 0.7% below target.
- The Government’s deferral scheme has reduced collection by 0.51%
- The above comments relating to LBBD apply here too.

**PI-09: Council Tax Direct Debits**

Baseline 31-Mar-12	26,422	% change from baseline	Target
<b>Date</b>			
Apr-12	26,847	1.61%	26,533
May-12	27,192	2.91%	26,644
Jun-12	27,471	3.97%	26,755
Jul-12	27,599	4.45%	26,866
Aug-12	27,663	4.70%	26,977
Sep-12	27,675	4.74%	27,088
Oct-12			27,199
Nov-12			27,310
Dec-12			27,421
Jan-13			27,532
Feb-13			27,643
Mar-13			27,753

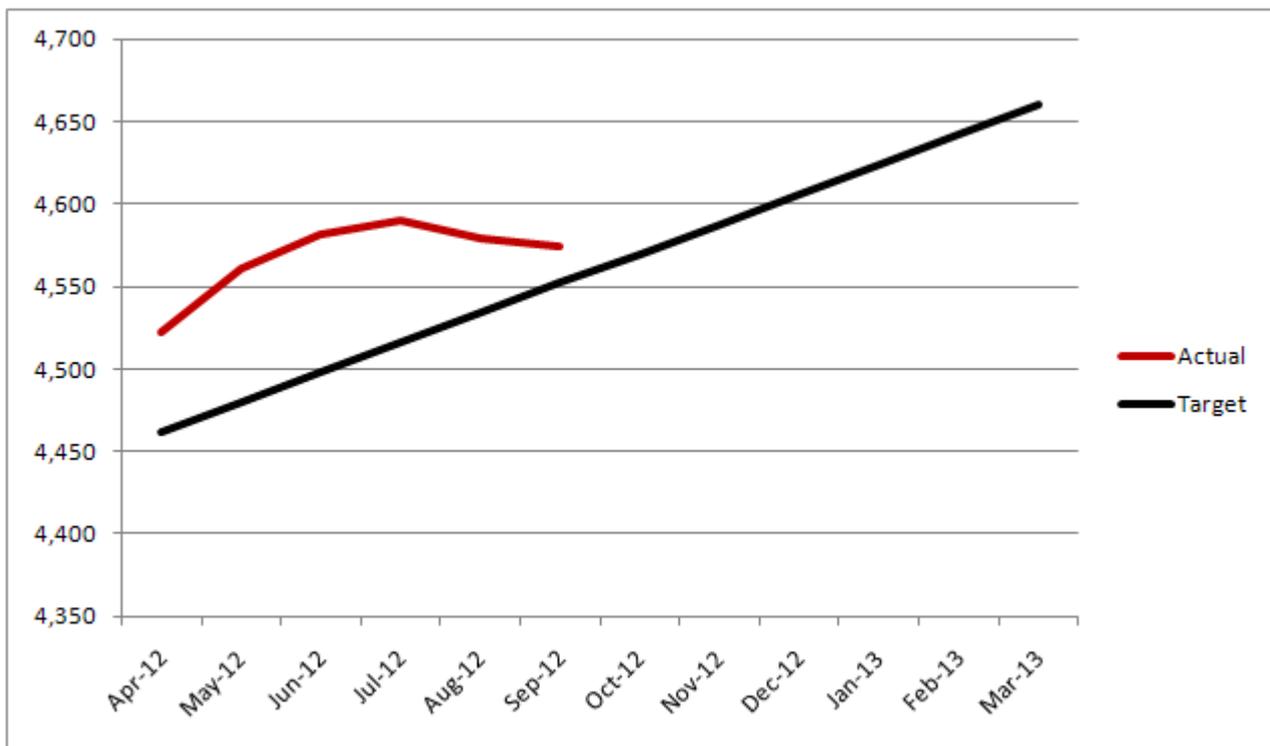


**Commentary**

- Direct debit payers increased to 27,675 an increase in September of 12.
- Overall increase in direct debit payers since the start of the year is 1,253 representing a 4.7% increase.

**PI-10: Rents Direct Debits**

Baseline 31-Mar-12	4,444	% change from baseline	Target
<b>Date</b>			
Apr-12	4,522	1.76%	4,462
May-12	4,561	2.63%	4,480
Jun-12	4,582	3.11%	4,498
Jul-12	4,590	3.29%	4,516
Aug-12	4,579	3.04%	4,534
Sep-12	4,574	2.93%	4,552
Oct-12			4,570
Nov-12			4,588
Dec-12			4,606
Jan-13			4,624
Feb-13			4,642
Mar-13			4,660



**Commentary**

The number of direct debit payers fell in September by five.

A review of the Direct Debit set up process referenced in August’s report led to a small change but the input of DDs on the Capita system remains cumbersome.

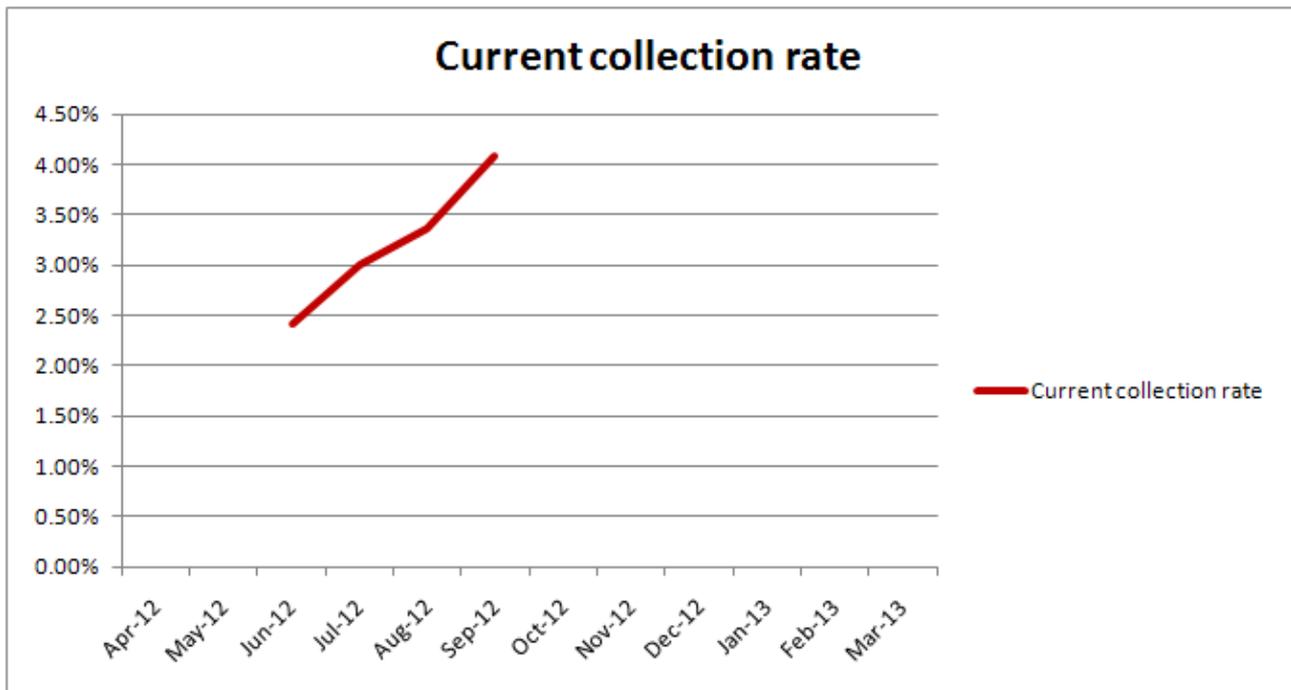
The new sign-up process commenced in Dagenham in September ensures that Direct Debit is given priority and it is expected that this will improve take-up. This will be commenced in Barking in October. The effect of this new process will be reviewed in October.

**PI-11: Council Tax Reviews**

During quarter 3, 2012-13 100% of student exemption in place at a point in time will be reviewed.

**PI-12 Former Tenant Arrears Income Collection**

Month	Amount outstanding	Amount collected	Current collection rate
Apr-12			
May-12			
Jun-12	2,022,051	49,024	2.42%
Jul-12	2,051,467	61,580	3.00%
Aug-12	2,107,536	70,861	3.36%
Sep-12	2,180,199	88,920	4.08%
Oct-12			
Nov-12			
Dec-12			
Jan-13			
Feb-13			
Mar-13			



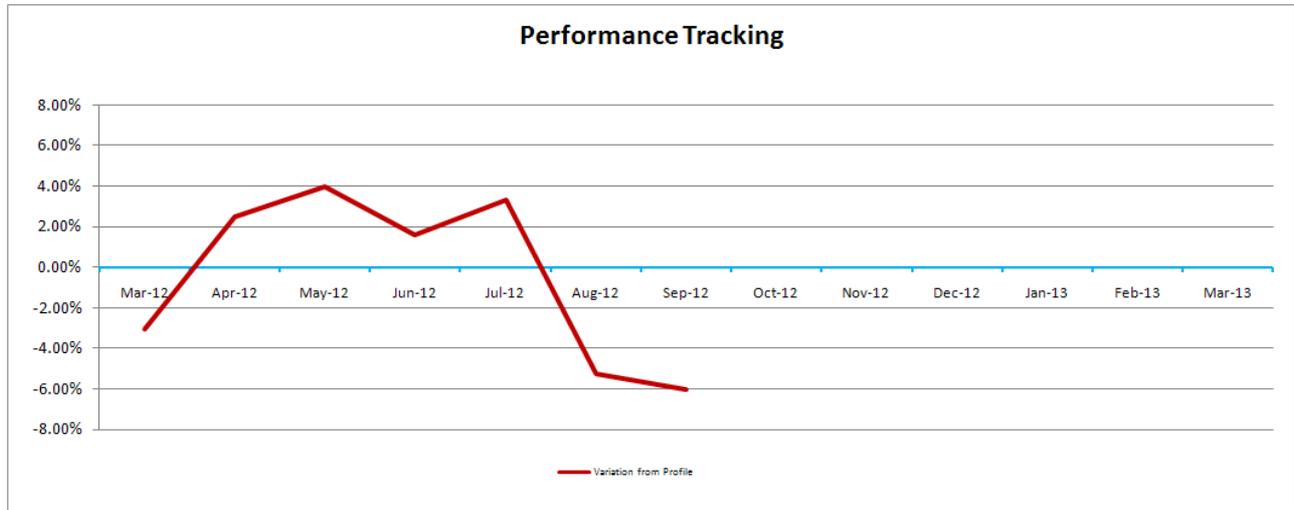
The reporting of this measure is now in place and a target is to be agreed with LBBDD.



**PI-13: Telephone Calls Answered**  
**Target PCA for all services is 80%**

<b>RB13: Telephone Calls Answered</b>													
<b>Month</b>	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
<b>Council Tax</b>													
Calls Offered	6,931	5,681	5,543	4,904	5,431	5,343	5,474						
PCA	85.20%	84.07%	86.09%	77.65%	80.45%	63.52%	62.28%						
<b>FAT Contact Centre</b>													
Calls Offered	1,036	1,195	1,345	826	995	829	699						
PCA	77.32%	65.94%	58.96%	75.91%	79.80%	89.02%	83.98%						
<b>Housing Benefits</b>													
Calls Offered	6,157	5,080	4,944	3,849	4,669	4,837	5,541						
PCA	69.29%	72.07%	77.65%	75.29%	78.33%	64.09%	69.07%						
<b>General Income</b>													
Calls Offered	1,316	1,515	1,301	1,028	1,680	1,100	1,234						
PCA	96.20%	93.53%	94.24%	94.16%	91.73%	95.00%	90.60%						
<b>NNDR</b>													
Calls Offered	1,790	1,363	1,688	1,340	1,704	1,537	1,306						
PCA	92.29%	90.98%	83.77%	81.57%	81.28%	81.00%	80.86%						
<b>Rents</b>													
Calls Offered	5,514	5,200	4,173	4,182	5,442	4,054	4,633						
PCA	86.18%	89.17%	93.67%	90.05%	89.20%	91.39%	85.75%						
<b>ALL</b>													
Calls Offered	22,744	20,034	18,994	16,129	19,921	17,700	18,887	-	-	-	-	-	-
PCA	81.96%	82.45%	83.99%	81.59%	83.33%	74.73%	73.97%						
<b>Profile</b>	85.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%
Variation from Profile	-3.04%	2.45%	3.99%	1.59%	3.33%	-5.27%	-6.03%						

**KEY:** CT – Council Tax, HB – Housing Benefits, GI – General Income, NNDR – Business Rates, HR – Housing Rents, ALL – Aggregated for all Services, Offered – Number of Calls Offered in Month, PCA – Percentage of Calls Answered



**Commentary**

- The queues managed directly by revenues and benefits exceeded the PCA for September.
- Staffing issues in the call centre meant that PCA for council tax and benefits were below target at 62.28% and 69.07% respectively.
- Steps have been put in place to correct this and calls answered levels are back to more than 80% in October.

**PI-14: Benefits Assessment Quality (Non-Financial)**

*(This is reported on a quarterly basis with Q1 reported in the July report, Q2 in October, Q3 in January's and Q4 in April's report.)*

Assessment Type	Period	Number Checked	Number Correct	Target	Percentage of Correct Assessments	Variation from target
Combined (NC & CiC)	Q1	126	109	85%	86.51%	1.51%
	Q2			85%		
	Q3			85%		
	Q4			85%		
	Overall	500		85%		

**Commentary**

- The quality improvement plan implemented in quarter 4 of last year has ensured improvements in quality for quarter 1. Quarter 2 performance will be reported in October's report.

**PI-15 Parking and Road Traffic Income Collection**

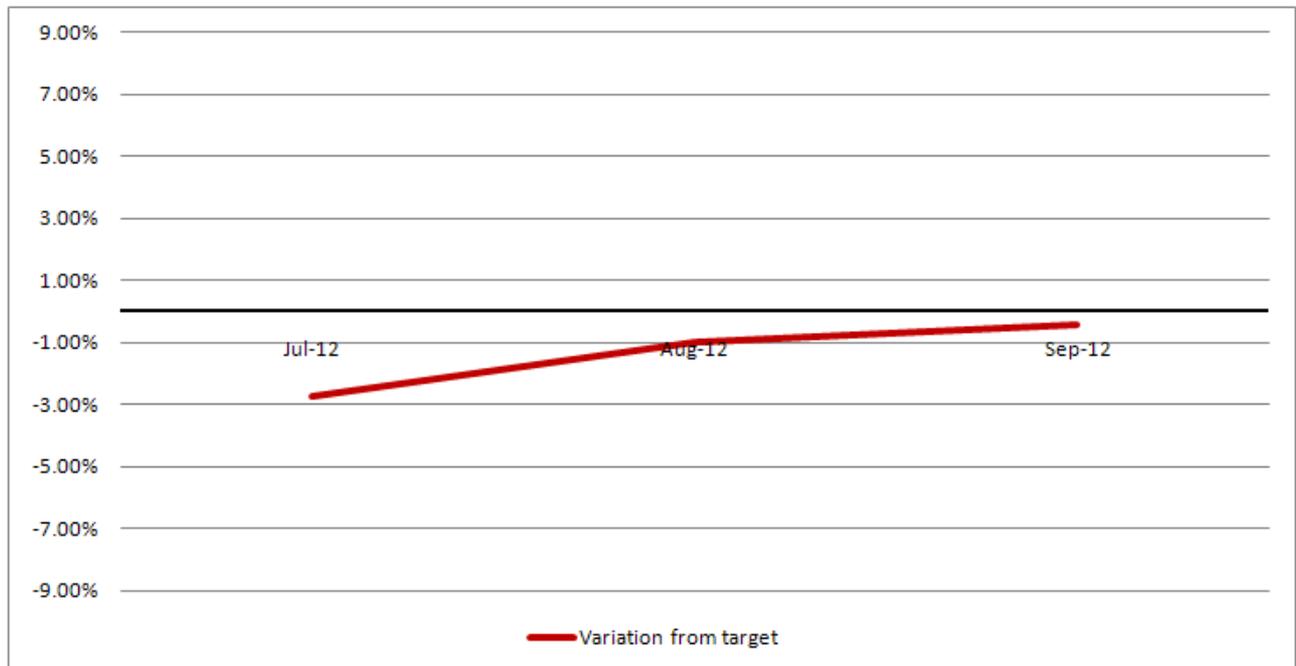
	Batch issue date	Cases	Value	Cases returned	Value returned	net total	net value	Amount Paid	Percentage to Date %
<b>JBW</b>									
BATCH 1 (7/12/11)	07/12/2011	475	£87,460	6	£1,122	469	£86,338	£10,654	12.3%
BATCH 2 (12/1/12)	12/01/2012	555	£109,223	11	£2,222	544	£107,001	£12,763	11.9%
BATCH 3 (25/1/12)	25/01/2012	1059	£208,761	28	£5,339	1031	£203,422	£24,090	11.8%
BATCH 5 (29/2/12)	29/02/2012	615	£116,060	7	£1,244	608	£114,816	£17,336	15.1%
BATCH 6 (12.3.12)	12/03/2012	1272	£243,059	37	£6,449	1235	£236,610	£37,120	15.7%
BATCH 7 (13.03.12)	13/03/2012	1	£137			1	£137	£137	100.0%
BATCH 8 (4.4.12)	04/04/2012	804	£151,321	20	£2,968	784	£148,353	£16,970	11.4%
BATCH 10 (22.05.12)	22/05/2012	1087	£199,362	14	£2,453	1073	£196,909	£20,648	10.5%
BATCH 11 (28.06.12)	28/06/2012	1151	£217,071	9	£1,063	1142	£216,008	£24,110	11.2%
BATCH 12(13.07.12)	13/07/2012	1784	£340,493	1	£202	1783	£340,291	£43,366	12.7%
BATCH 13 (18.08.2012)	18/08/2012	1065	£196,970	0	£0	1065	£196,970	£18,783	9.5%
BATCH 14 (14.09.2012)	14/09/2012	16	£3,870			16	£3,870		
<b>EQUITA</b>									
BATCH 1 (7/12/11)	07/12/2011	201	£38,317	87	£16,069	114	£22,248	£2,220	10.0%
BATCH 2 (12/1/12)	12/01/2012	118	£23,171	7	£1,623	111	£21,548	£758	3.5%
BATCH 3 (25/1/12)	25/01/2012	208	£41,551			208	£41,551	£3,350	8.1%
<b>NEWLYN</b>									
BATCH 1 (7/12/11)	07/12/2011	270	£48,405	37	£6,679	233	£41,726	£9,872	23.7%
BATCH 2 (12/1/12)	12/01/2012	180	£34,314	10	£1,729	170	£32,585	£6,225	19.1%
BATCH 3 (25/1/12)	25/01/2012	312	£59,083	36	£5,901	276	£53,182	£11,518	21.7%
BATCH 4 (9/2/12)	09/02/2012	12	£2,254			12	£2,254	£583	25.9%
BATCH 5 (28/2/12)	28/02/2012	1148	£220,893	152	£28,845	996	£192,048	£20,938	10.9%
BATCH 6 (12.3.12)	12/03/2012	682	£130,142	53	£9,241	629	£120,901	£12,993	10.7%
BATCH 7 (13.03.12)	13/03/2012	40	£7,150	2	£374	38	£6,776	£1,061	15.7%
BATCH 8 (4.4.12)	04/04/2012	555	£103,358	33	£5,746	522	£97,612	£7,936	8.1%
BATCH 9 (02.05.12)	02/05/2012	1981	£373,854	94	£17,318	1887	£356,536	£46,869	13.1%
BATCH 10 (22.05.12)	22/05/2012	899	£164,641	34	£5,943	865	£158,698	£12,331	7.8%
BATCH 11 (28.06.12)	28/06/2012	838	£153,187	21	£3,462	817	£149,725	£9,196	6.1%

- Elevate continues to work closely with its bailiffs and with Parking Services in order to improve collection by batch to achieve the target of 18% at the expiry of each batch of warrants.
- Some batches have already achieved 18%.
- Newlyn will not receive any further batches until their performance on recent work improves to meet the target of 18%
- During October a joint operation between a bailiff company and the Police will take place.

**PI-16: Fairer Contributions**

**Homecare**

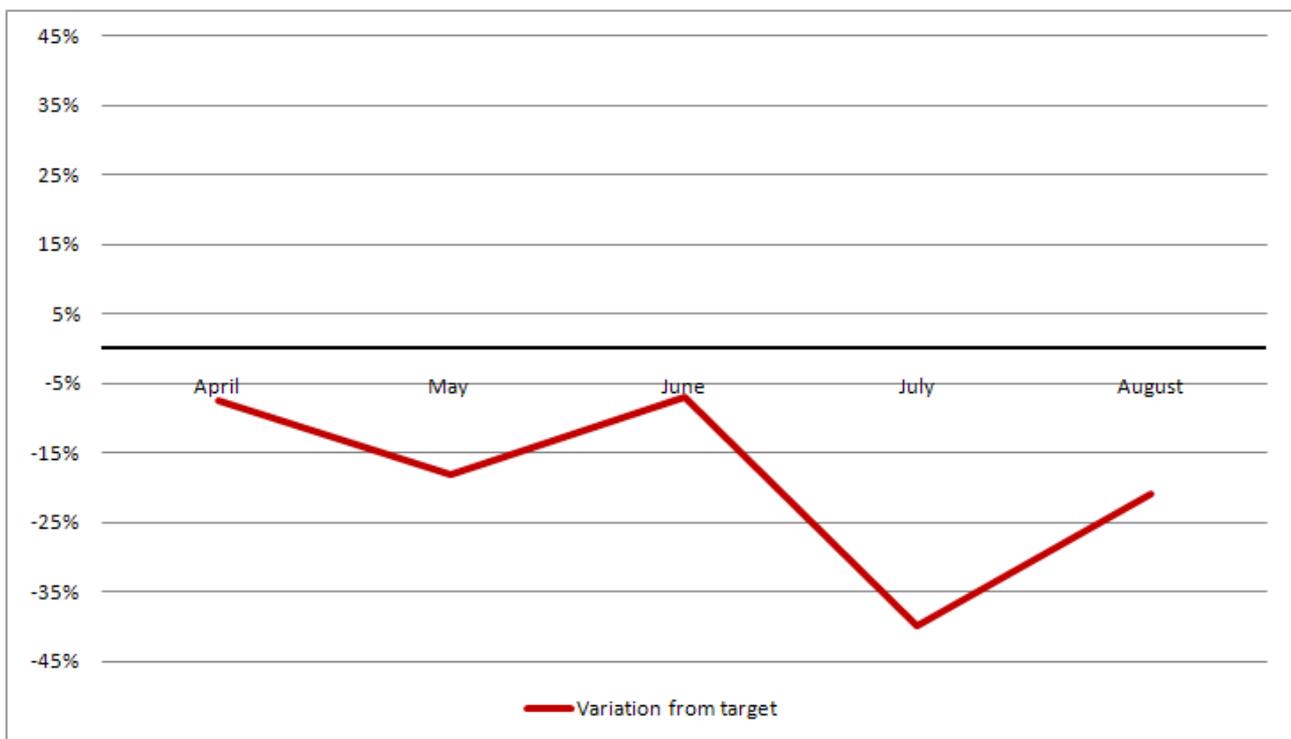
	Invoices	Debit Raised	Total Collected	Collection rate	Target	Difference	Uncollected
Jul-12	120+	£ 333,474	£ 290,984	87.26%	90%	-2.74%	£ 42,490.00
Aug-12	120+	£ 367,362	£ 327,044	89.03%	90%	-0.97%	£ 40,317.48
Sep-12	120+	£ 432,510	£ 387,413	89.57%	90%	-0.43%	£ 45,097.00
Oct-12	120+				90%		
Nov-12	120+				90%		
Dec-12	120+				90%		
Jan-13	120+				90%		
Feb-13	120+				90%		
Mar-13	120+				90%		



- The above sets out collection on home care charges at 120 days.
- Performance shows an improvement this month at 89.57% 0.43% below the target.
- In depth analysis of all outstanding debt is being completed in October to increase recovery action and improve collection to meet the target.

**PI-17: Reconsiderations**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Total recons actioned in the month	87	92	64	78	98								321
Recons actioned within 28 days	63	57	47	31	58								198
%age of recons actioned within 28 days	72 %	62%	73%	40%	59%								62%

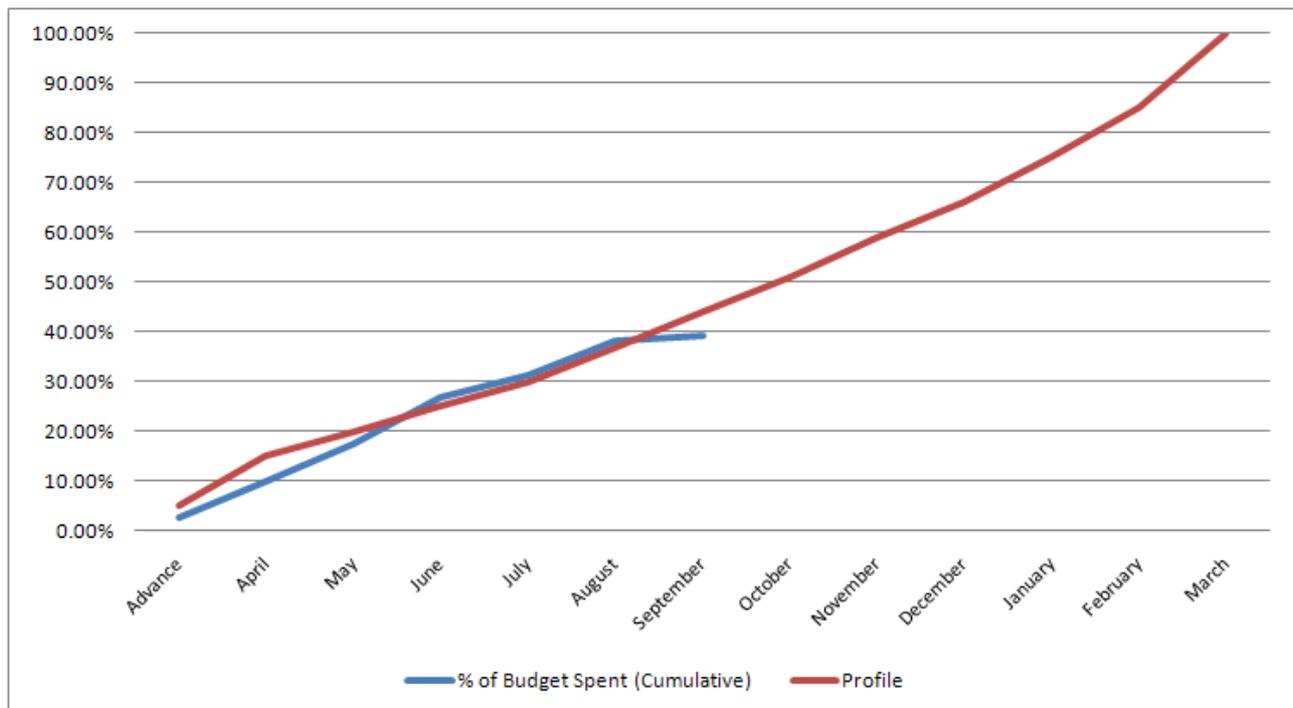


**Commentary**

- Performance in this area improved in September and is on track to improve further in October.

**PI-18: Discretionary Awards (DHP)**

Period	Amount Allocated in Month	% of Budget Spent (Cumulative)	Profile	Upper Threshold	Lower Threshold
Advance	£6,275.54	2.63%	5%	10%	0%
April	£17,350.36	9.91%	15%	25%	5%
May	£18,493.51	17.66%	20%	30%	10%
June	£21,677.89	26.76%	25%	35%	15%
July	£10,709.21	31.25%	30%	39%	21%
August	£16,660.63	38.23%	37%	46%	28%
September	£2,080.00	39.11%	44%	53%	35%
October			51%	59%	43%
November			59%	67%	51%
December			66%	73%	59%
January			75%	82%	68%
February			85%	90%	80%
March			100%	100%	99%
<b>Total</b>	<b>£93,247.14</b>				



**Commentary**

Expenditure remains on target.

**PI-19: Fraud Sanctions**

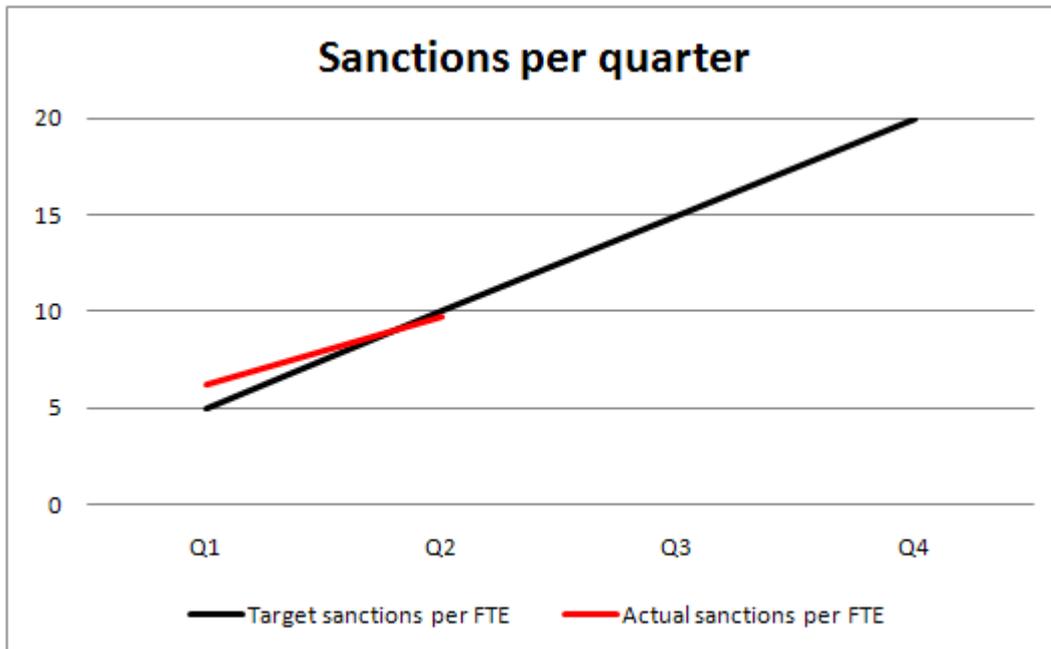
As reported to DWP:	2012/13			
	Q1	Q2	Q3	Q4
Item 5. FTE Investigators	4.00	4.00		
Item 6. Cases Referred	127	107		
Item 7a. Investigations Closed	108	41		
Item 7b. Investigations Closed - DWP	30	23		
<b>Item 8. Cautions Accepted</b>	<b>8</b>	<b>4</b>		
<b>Item 9a. Admin Penalties Accepted</b>	<b>11</b>	<b>7</b>		
Item 9b. Admin Penalties Accepted - DWP	3	3		
Item 10a. Accepted Prosecutions	4	0		
Item 10b. Accepted Prosecutions - DWP	0	0		
<b>Item 11a. Successful Prosecutions</b>	<b>6</b>	<b>3</b>		
Item 11b. Successful Prosecutions - DWP	1	3		
<b>Total Sanctions per Qtr</b>	<b>25</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Total Sanctions per Annum</b>	<b>25</b>	<b>39</b>	<b>39</b>	<b>39</b>

<b>Target Sanctions per FTE per Quarter</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Sanctions per FTE per Quarter</b>	<b>6.25</b>	<b>3.50</b>		

<b>Target Sanctions per FTE per Annum</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>
<b>Sanctions per FTE per Annum</b>	<b>6.25</b>	<b>9.75</b>		



**Commentary**

- Q2 target was missed but is expected to recover in Q3 as a number of sanctions are due to be completed to meet target.

### 3 ICT

In September the ICT KPIs have all been met and all key applications were available 100%. Service improvements have continued to be the focus of ICT with further additions and improvements to the Service Request Portal. The ICT support for the Paralympics was completed with no incidents and the BOCC has now been closed and decommissioned. Work on building the DLO infrastructure has commenced and regular ICT project meetings are in place. To improve our focus on problems, including non KPI application issues, we have appointed Pete Duxon as Problem Manager.

#### **Citrix**

We have continued to focus on moving over to the new Citrix infrastructure and work has progressed on building a “new gold” image for Revs & Bens and Housing which has been undergoing user testing and should be ready to implement during October. Testing has also been undertaken for the Adult College system.

#### **Olympics**

ICT completed the 24/7 standby arrangements at the end of the Paralympics and the BOCC has now been decommissioned. We have closed the high alert 24/7 support for this period.

#### **Service Improvements**

ICT have been giving particular attention to a programme of service improvements and the temporary Service Delivery Manager and the ICT teams are continuing work on implementing the plans.

- Improved look and feel to the Service Request Portal and some additional services.
- The annual SOCITM satisfaction survey has been completed for 2011 and we attained 4.94 out of 7 which is median for the group.

#### **Improved Processes**

- The New User Request process has been implemented in August providing a faster turn round for requests. A new PI has been set up and we have started to measure performance and in September we achieved 93% within 3 days.
- Improved processes for Change Management have been implemented for October and have been migrated to SupportWorks. This is being rolled out to the team with ongoing training taking place. .
- Additional Service Request categories have been added to SupportWorks that will make it easier to make requests on-line rather than contacting the Service Desk.

#### **Improved Customer facing ICT intranet**

- New Customer facing intranet site was launched in August to Elevate staff and is being monitored for any issues before releasing to the Council. The site is being developed to deliver improved self service and self help, with improved access to information, user guides, FAQs etc
- The launch to LBBD staff is now delayed at the request of the Marketing and Communications manager to coincide with the Council's launch of it's new Intranet which is due in November.

**Improvement in Telephony Resilience**

- There is now resilience for the 020 8215 3000 Call Centre phone number. If the primary telephony route into Roycraft House fails it will automatically reroute to the Call Centre via the Town Hall.

**Problem Management**

- To give more focus on problem resolution - Pete Duxon is now the ICT Problem Manager.

**Key ICT operational deliverables in September were as follows**

- Ongoing options development, technical consultancy, delivery and support for ICT projects
- Various changes to infrastructure including a Storage firmware upgrade
- Various office moves.
- Laptops – procurement, configuration of selected laptops
- Migration of applications to supported Windows version.
- WAN Connectivity for migration to new London PSN
- Work to support the Olympics
- 24/7 support being provided for key systems during the Olympics
- Upgrade to the latest version of the Citrix client

**There were no application outages experienced in September for KPI applications. There were however issues recognised in other areas:**

Key Issues experienced in previous month		
Issue	Impact	Activities to resolve
<b>03/09 Civica Parking Permit printing issue.</b>	User were unable to print parking permits.	Recurred 08/09. We have been in contact with Civica for some time without success. We have implemented a workaround which has helped lessen the issue considerably but we await a proper fix from the suppliers.
<b>06/09 Network card failure on the Education switch.</b>	A card failure on the Education switch caused some schools to lose connection to their internet feed. The Adult College lost network connection too.	The card was replaced and all serviced were back by 08:40.
<b>10/09 The libraries Open Galaxy application reverted to fallback mode.</b>	Library staff had to use fallback mode until the system was brought back.	Axiell informed us it was an issue with their database.
<b>10/09 A power failure in the comms room affected the VPN server.</b>	Anyone using the VPN had a problem logging in.	Networks brought the server back up.

<b>11/09 An issue with the ASA at the Town Hall affected remote user and BEC users.</b>	Anyone using the VPN had a problem logging in.	Networks removed the Clean Access Agent screens when logging in via the VPN.
<b>12/09 Arden House had an issue with their 'phones.</b>	Calls could not be made to or received by Arden House.	Virgin was informed and resolved the issue.
<b>13/09 Printing to the MFDs failed.</b>	Users were unable to retrieve prints from MFDs for an hour.	The services were restarted. No print queue entries were lost. A similar issue occurred on 25/09 causing a 10 minutes delay.
<b>14/09 Users reported an issue with Flare to the Out of Hours team.</b>	Flare was running however the imports from CRM into Flare had failed.	As a workaround the Contact Centre used emails for urgent calls. This was corrected at 08:00 on Monday morning.
<b>15/09 A disc drive failure affected some Capita Housing connections to the Citrix farm.</b>	Users were unable to access Capita Housing via Citrix.	The disk was replaced.
<b>17/09 Schools email issue.</b>	Becontree, Valence, Northbury and Marsh Green were without email.	The data stores had lost connection during the Netapp upgrade over the weekend of September 15th and 16th. The three 3 exchange servers were rebooted and the connection was restored.
<b>24/09 Orange lost service from 2 masts locally.</b>	Users in RM7 & RM10 lost signal quality.	Reported to Orange and chased for resolution.
<b>25/09 Capita Housing performance issues.</b>	Users encountered slow running of the application.	There was a problem with load balancing as some servers had disconnected. These were rebooted. Final UAT has been carried out prior to moving the system to the new Citrix farm. Rebooting resulted in 10 minutes of downtime.
<b>26/09 Castle Green MRM issue.</b>	Castle Green tills could not be used.	Citrix server rebooted but crashed. Rebuilt and thick client installed on site.
<b>27/09 Citrix profiles issue.</b>	Some users lost their personal folders mappings, email signatures or had a switch tray error.	Issue raised with AppSense and Esteem. It had not occurred during testing.
<b>27/09 Capita rents system performance issue.</b>	Users encountered slow running of the application.	There was a problem with load balancing as some servers had disconnected. These were rebooted. Final UAT has been carried out prior to moving the system to the new Citrix farm.

<b>28/09 Issue logging off and on Alcatel 'phones.</b>	Users could not log on Alcatel 'phones. If logged on there was no other loss of service.	Raised with supplier. Issue lasted 105 mins.
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**Known Ongoing Issues and Problems**

The following table shows the major known issues and problems and the steps being taken to address these:

<b>Current Known Issues</b>		
<b>Issue</b>	<b>Impact</b>	<b>Activities to resolve</b>
<b>Exchange slowness.</b>	Minor inconvenience to user.	A paper has been written with options and costs of ways to increase the capacity of the email system. New and upcoming systems are introducing increased loads on the current system. This paper has being reviewed and is being updated.
<b>Issue running Galaxy system over LPSN.</b>	Continued use of leased line.	We are auditing Galaxy pcs. Dagenham, Valence, Marks Gate, Thames View, Seabrook House and Thames View are completed. BLC underway.
<b>Data file space issues.</b>	Users experience issues accessing data stores.	There is an ongoing issue with space on data servers. Richard Perry will produce an options paper for solutions to these issues which will be ready by September 28th.
<b>Issues with RFID terminals at Libraries.</b>	Issues with RFID terminals impacting on service delivery.	All those in place are working. Rush Green's terminal will be returned by the supplier on October 2nd.
<b>Access issue with Ancestry Library Edition.</b>	Usage statistics appear under the name of the Council whose name displays on the connection screen.	The issue appeared to be resolved after Synetrix made some changes to their firewall however the issue returned has returned with the welcome screen displaying the Borough of Bexley.
<b>Civica Parking Permit printing issue.</b>	Users have an issue printing Parking Permits.	We have been in contact with Civica for some time without success. We have implemented a workaround which has helped lessen the issue considerable but we await a proper fix from the suppliers.
<b>Castle Green MRM issue.</b>	Castle Green users have to use the thick client if there's an issue,	MRM at Castle Green remains on the old Citrix farm. If there are any issues with it (as at the end of September the centre is without a working system. The thick client has been installed on the till pcs but the solution is to move the application to the new Citrix farm.

**Performance reporting and baselining**

The Performance against KPIs over September is detailed in the below table:

Key Performance Indicator	Acceptable Level	Performance
Telephony (Monthly Availability)	99%	100%
Telephony (Cumulative monthly incidents)	10	0
Applications Availability (Combined Outage in mins)	240 mins	0 mins
Applications Availability - MS Exchange E-Mail	120 mins	0 mins
Applications Availability - Internet Access	120 mins	0 mins
Applications Availability – Website	120 mins	0 mins
Applications Availability - Finance/Payroll	120 mins	0 mins
Applications Availability - Housing System	120 mins	0 mins
Applications Availability - Social Services	120 mins	0 mins
Applications Availability – CRM	120 mins	0 mins
Incident fix time (% Fixed within SLAs)	86.00%	93 %

The Performance against PIs over August is detailed in the below table:

Key Performance Indicator	Acceptable Level	Performance
User Satisfaction (transactional)	4	6.3
First Time Fix Rate	30%	58%
Reopened Incidents (Number of service desk incidents which were re-opened on one or more occasion)	<15%	1.5%
Setup new users (% of all requests to set up a new member of staff which were resolved within the target SLA)	86%	93%
% of Priority 1 (P1) fixed within timescales	86%	100%
Calls answered within SLA	80%	90%
Standard software and hardware installations	70%	None recorded
Annual Customer Satisfaction	Socitm median performance	4.94

**Focus for the coming months**

- Ongoing implementation of Hornbill Service Management Tool (SupportWorks) project and associated ITIL process improvements around incident, problem and change management processes. Implementation of Email escalation and Employee service request portal.
- Work with LBBD on Oracle Joint Service approach.
- Continued delivery and completion of One B&D in-flight projects, particularly delivery of Citrix and Appsense projects. Focus on improving reliability of Citrix infrastructure.
- SQL Server consolidation
- Ongoing delivery of agreed list of projects, including Socitm Agile pathfinder project for sharepoint implementation. Development of Sharepoint skill sets and capabilities in Elevate.
- Microsoft auditing approach and split Citrix access between internal and external users.
- Upgrade of SQL based applications (24 identified ) to supported level and also to meet Security requirements.

- 
- Move from to London PSN and GSCx CoCo and NHS CoCo due in October/November.
  - Review of laptops as result of the OGC E-auction for Desktop/Laptop/Thin client and new desktops
  - Lightweight Laptops for use with LBBD.
  - Migration to Exchange 2007 and Enterprise Vault
  - Network restructuring and VLAN changes to improve resilience
  - Shared Service for Legal Services
  - Tivoli 6 upgrade
  - AIX 6.1 upgrade
  - Blackberry Security to be completed
  - Housing Repairs project including applications, infrastructure, networks, telephony, mobile devices.
  - Review of the Risk Register updated with detailed ICT risks.
  - Infrastructure Investment proposals for essential renewals and improvements.
  - Access and device workshop to be planned for October
  - Implement new proxy server . Change from Websense to Bloxx. Due September/October
  - Roll out of IE8 to all desktops

## 4 B&D Direct

### Introduction

This report provides an overview of performance and any key activities undertaken during September for all services within B&D Direct.

Below is the last three months performance against all KPIs and PIs.

		Target	Jul-12	Aug-12	Sep-12
<b>B&amp;D Direct KPIs</b>					
1	One Stop Shops: % of customer enquiries resolved at the first point of contact	90.00%	98.44%	97.98%	98.87%
2	Online transactions: % take-up of transactional online services. This is an annual KPI	5.00%	N/A	N/A	N/A
3	One Stop Shops - % of customer served within 30 minutes	80.00%	82.95%	81.31%	79.81%
4	Contact Centre: % of calls answered	80.00%	85.00%	85.31%	80.96%
5	Contact Centre: % of calls answered in 30 seconds	50.00%	50.48%	51.50%	44.61%
		Target	Jul-12	Aug-12	Sep-12
<b>B&amp;D Direct PIs</b>					
1	% of in-scope emails received by B&D Direct and responded to within corporate timescales (10 days)	99.00%	100.00%	100%	100%
2	% of careline calls answered within 60 seconds	98.50%	98.73%	99.56%	99.17%
3	% careline faults repaired within 48 hours	90.00%	100.00%	100%	100%
4	Number of stage 1 complaints logged and allocated to correct service area on day of receipt	33 out of 35 records	33/35	34/35	35/35
5	Number of FOIs allocated to correct service area on day of receipt	32 out of 35 records	35/35	35/35	35/35
6	Number of complaints closed on day of receipt of notification from service area	32 out of 35 records	35/35	35/35	35/35

### Service Performance – Contact Centre

#### Combined Contact Centre (inc R&B)

	September-12
Projected Volumes	41861
Actual Volumes	44108
Variance	5.37%
% of calls answered	77.12%
% of calls answered in 30 secs	37.74%
Average call waiting time	00:03:49

**Generic Contact Centre**

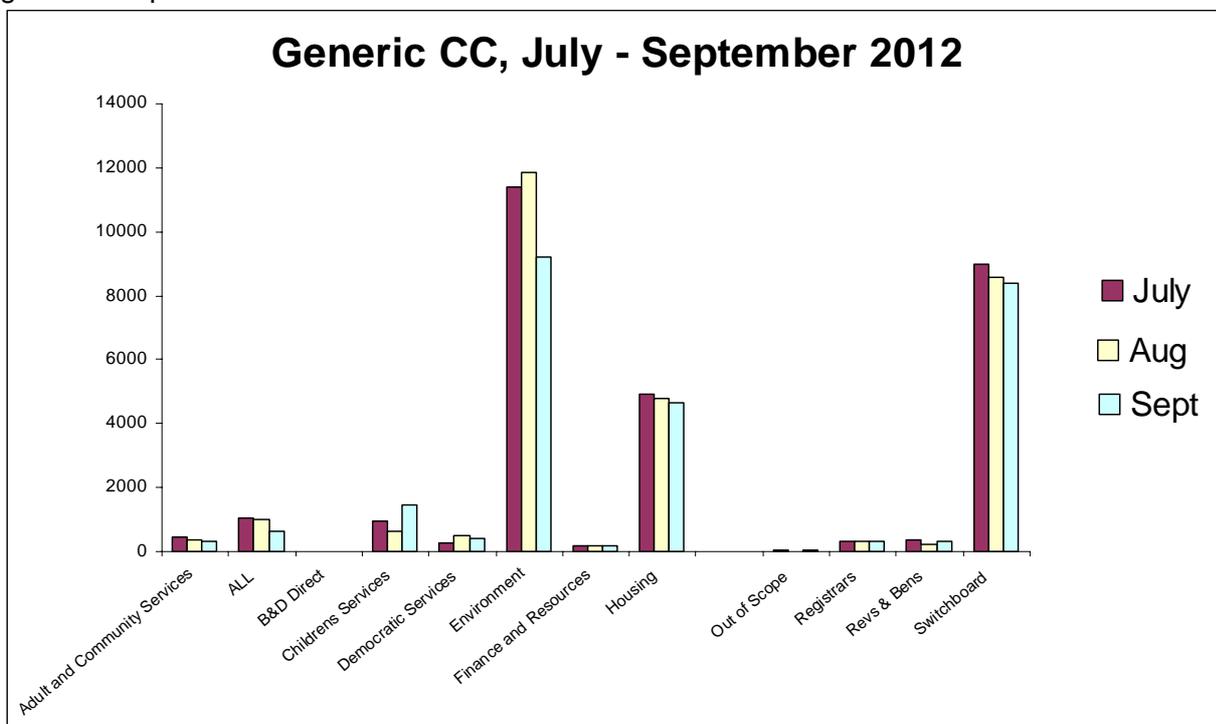
In September, the Generic Contact Centre achieved the PCA KPI target but did not achieve PCA 30 KPI target. The reason PCA 30 target was not achieved was due to two reasons, receiving 1588 extra calls in the first 6 days of the month and providing additional support to the OSSs to help reduce the wait times for customers at the end of the month for Parking. If we didn't receive the additional calls we would have exceeded both KPI's.

Call volumes were 5.75% lower than September 2011 and were 4.64% lower than last month (August 2012). We received 1488 calls (4.71%) more calls than when the resource and call volumes were agreed as part of the savings and SLA reduction in April 2012.

<b>Generic CC</b>		
	<b>Target</b>	<b>Sept-12</b>
Projected Volumes		32475
Actual Volumes		33056
Variance	5%	1.79%
% of calls answered (PCA)	80.00%	80.96%
% of calls answered in 30 secs (PCA 30)	50.00%	44.61%
Average call waiting time	00:01:30	00:01:52

**N.B:** PCA & PCA 30 are both KPI targets. The other targets are for client information only.

The following graph shows the split of services for calls taken in the Contact Centre: In the Generic team, the highest volumes of customers per service type remain consistent; Switchboard, followed by Housing, Waste and Highways. 'All' covers complaints, compliments & general enquiries.



**N.B:** Generic CC data based on telephone account codes

**Revenues & Benefits Contact Centre (R&B)**

Overall call volumes were 1.23% higher than September 2011, however Council Tax had a 7% reduction and Housing Benefits saw a 10.34% increase. Call volumes were 8.35% higher than last month (August 2012), which was in line with annual trends.

The Council Tax service area also provided some additional support during this period, along with the staff in the Generic Contact Centre who now assists with Council Tax calls on a daily basis.

Some of the CSOs in the R&B team have been trained in the new Rents module for My Account portal so we can support customers who are experiencing problems logging in and accessing their accounts. The team handled 45 My Account support calls from customers during September.

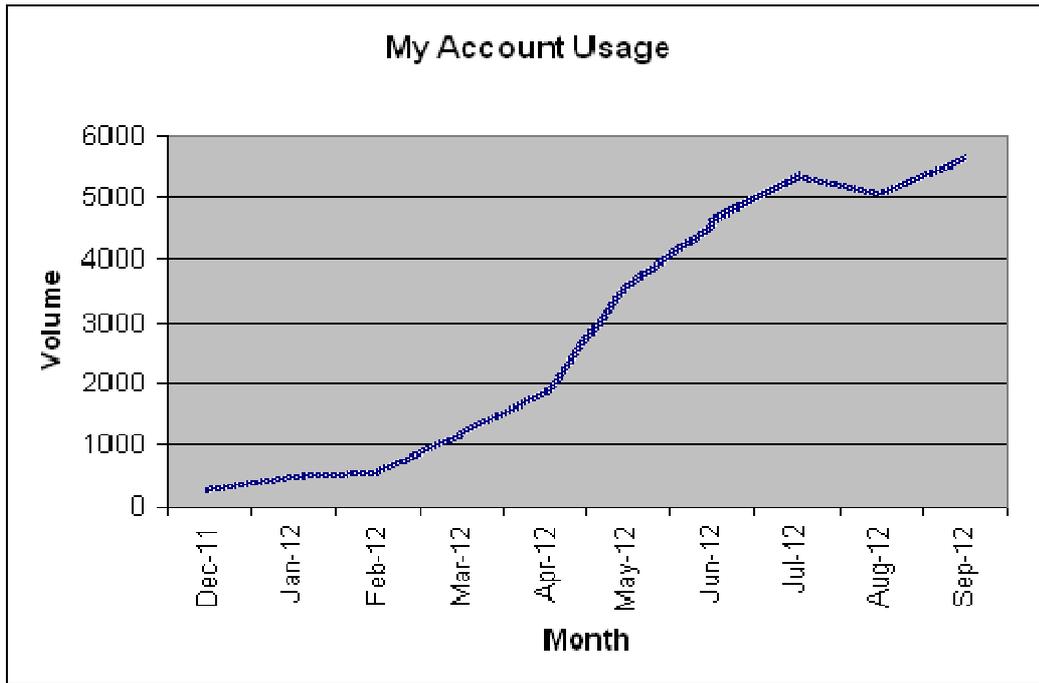
Revs & Bens Contact Centre	Sep-12
Projected Volumes	9386
Actual Volumes	11052
Variance	17.75%
% of calls answered	65.65%
% of calls answered in 30 secs	17.17%
Average call waiting time	00:11:01

In the R&B team, the highest volumes of customers were for Council Tax, with a split of 51.5% and 49.5% respectively.

**My Account Portal Breakdown**

In December 2011 My Account portal went live, enabling customers to view & manage their Revenue & Benefits Account. In December the system was accessed 297 times, this has steadily increased to 5633 in September 2012.

To date 1490 customers have registered for My Account, the graph below depicts the month by month usage.



Below is a breakdown by enquiry type for those customers accessing My Account from July 2012 to date.

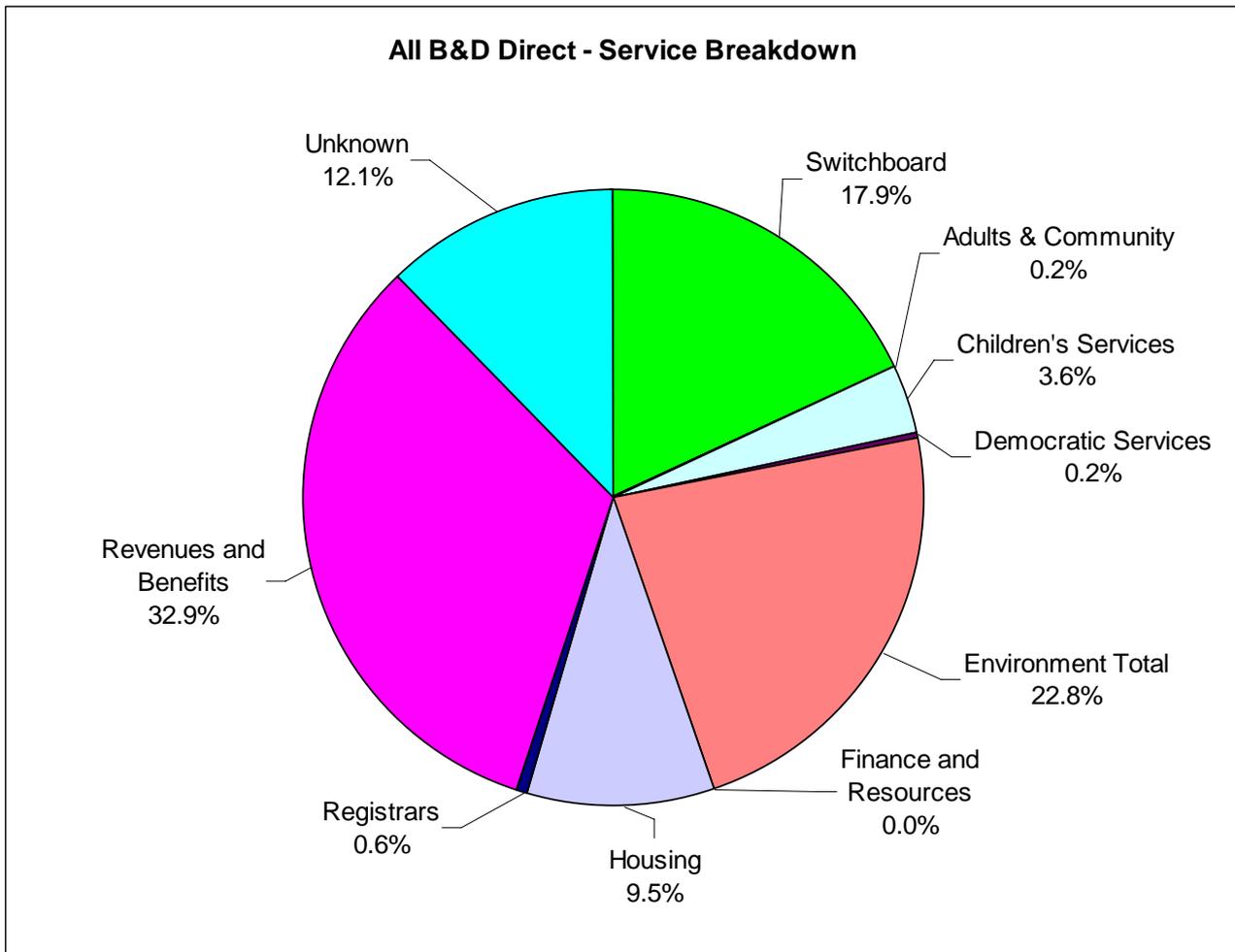
	<b>Jul-12</b>	<b>Aug-12</b>	<b>Sep-12</b>
Council Tax Account View	1108	1558	1746
Council Tax registration	142	145	124
Disable Portal account (Admin and customer de-activate function)	36	37	38
Enable portal account (Admin function)	2	1	1
Housing Benefit Account View	697	935	1085
Housing Benefit registration	100	107	112
Housing Rents Registration	58	45	51
Housing Rents View		292	672
Login Locked Account – Wrong Password	141	133	164
Login Locked Account – Wrong Secret Question	10	13	16
Portal registration (activated)	788	726	776
Portal registration (not activated)	850	778	853
Sole occupier discount	3	4	3
Temporary Password Request	275	249	253
Unlock CTAX secure service registration	9	17	7
Unlock HB secure service registration	6	3	8
Unlock Housing Rents	6	21	2
Update User Profile (Email Address)			2
Updated Password (Password updated online)	215	186	183
<b>Manage my account (Home Screen Viewing)</b>	<b>5364</b>	<b>5058</b>	<b>5633</b>

**All B&D Direct - Service Breakdown**

The graph below shows a breakdown by Service across all systems within the Generic CC, R&B CC, BLC OSS and DL OSS.

The highest volumes of customers were for Revenues & Benefits followed by Environmental Services and Switchboard.

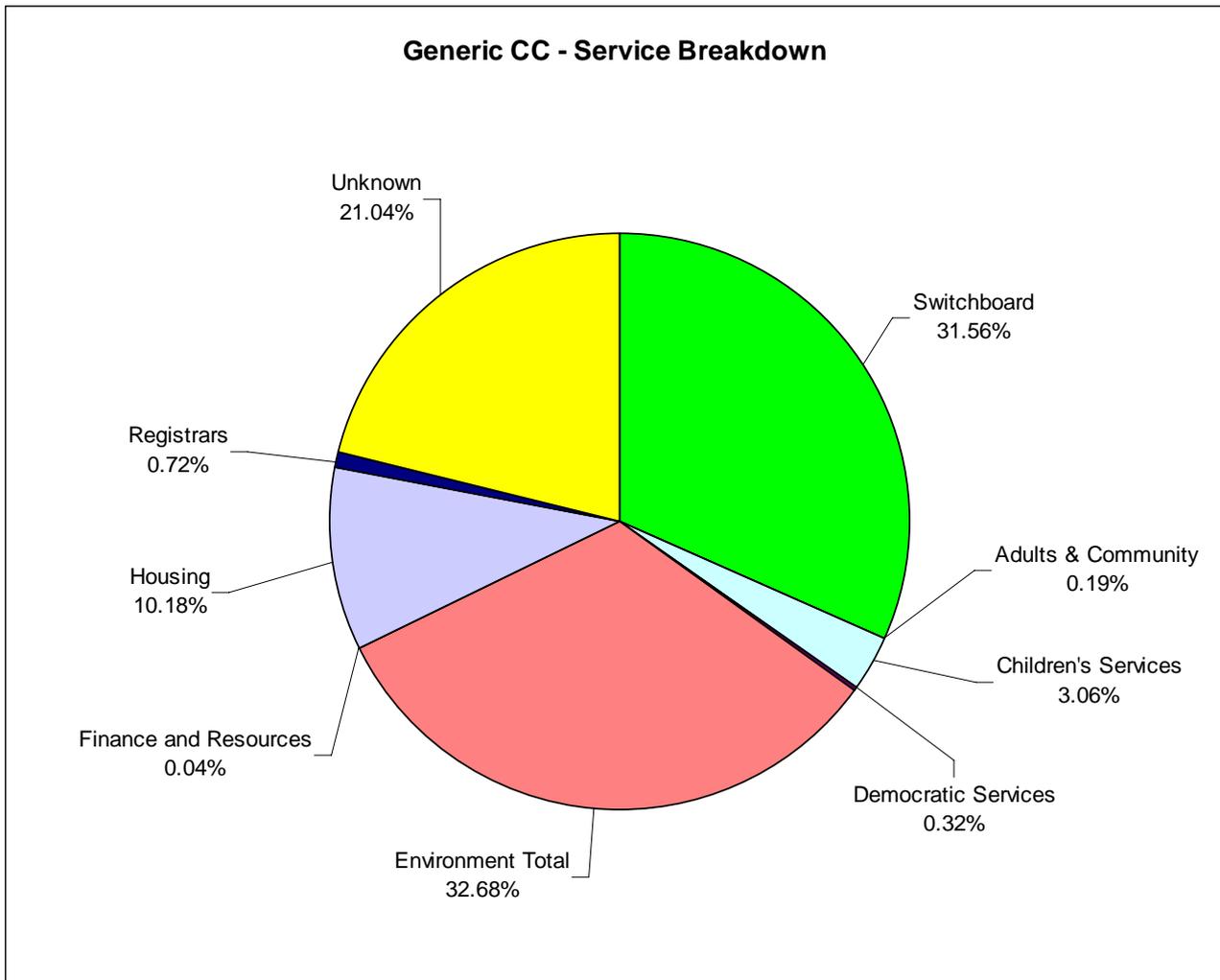
The unknown % across all of B&D Direct is detailed below in the CC breakdown by service.



**Contact Centre - Service Breakdown**

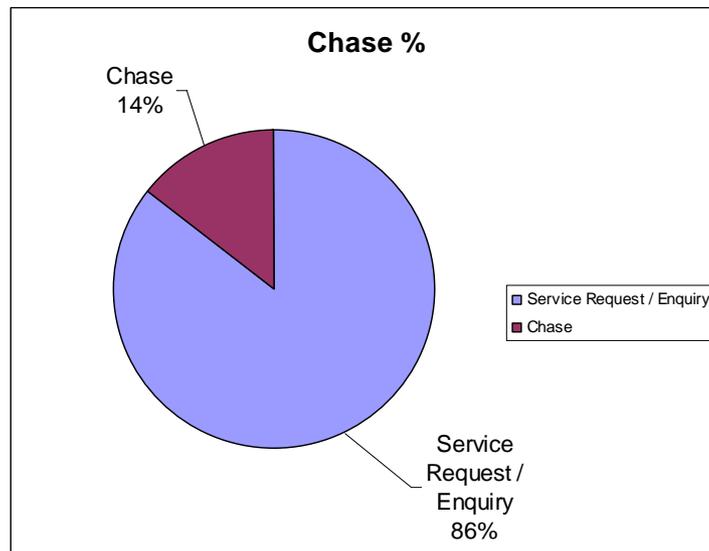
The graph below shows a breakdown by Service area across all systems used within the Generic CC.

The 21% unknown is due to us not being able to split by service type – this is because the CRM has a default subject which enquiries are automatically logged to if no service is selected and therefore these enquiries cannot be linked to a service and are reported as unknown.



**Chase enquiries**

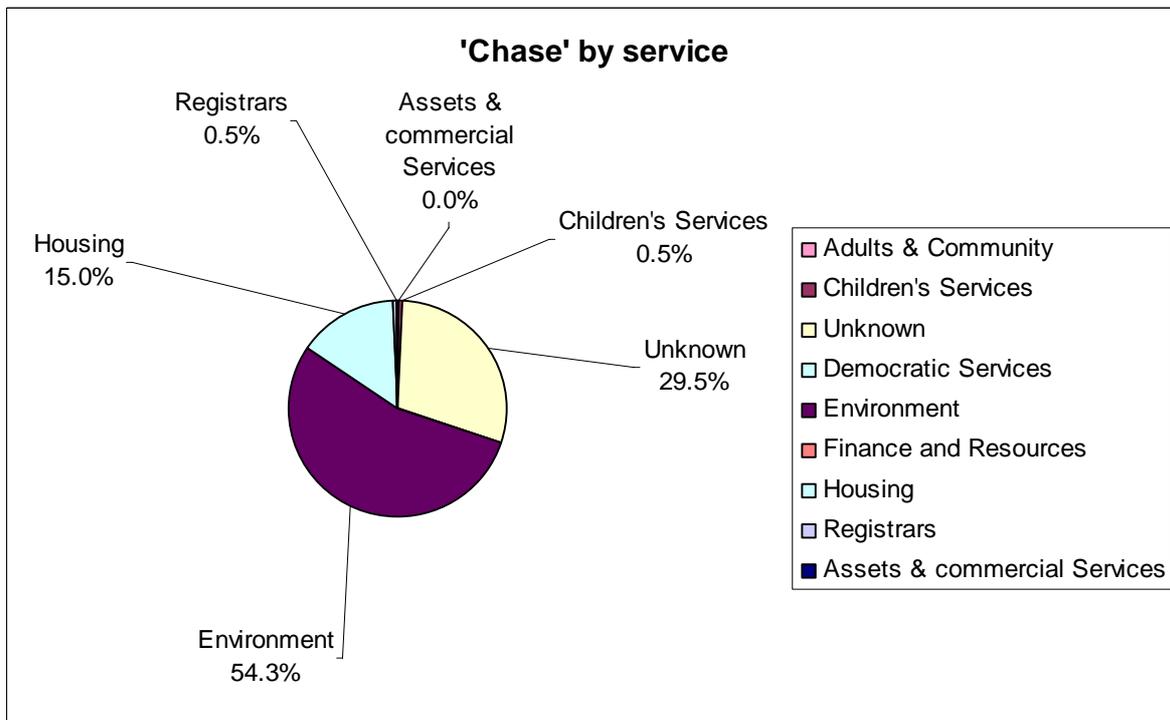
The graph below shows out of all the requests and enquiries that went through the CRM, how many were for a chase for an existing enquiry.



14% were logged as chased; this meant that 1917 customers in September called us unnecessarily and therefore could have been avoided. This has reduced by 2% from last month (August 2012).

**Breakdown of chase enquires by service**

Below is a graph that shows how many chases were logged against each service area within the CRM. Unfortunately we are unable to break down this data further to provide a more detailed report.



**N.B:** This is only based on service requests and enquiries that have been logged on CRM Dynamics and therefore until all activities are logged in this system, this only provides a limited view of service failures.

**Service Performance – One Stop Shops (OSS)**

**Combined BLC & DL OSS**

BLC & DL OSS Combined		
	Target	Sep-12
Projected Volumes		23712
Actual Volumes		24587
Variance		3.69%
No show rate for customers taking a ticket in the OSS		2.58%
% seen in 30 minute wait time	80%	79.81%
Casual Callers		15451
Average waiting time of customers in OSS		00:33:29
% customer enquiries resolved at first point of contact	90%	98.87%

In September, the OSS's exceeded % no show KPI target, but did not achieve % seen in 30 minutes.

The reason % seen in 30 minutes target was not achieved was due to a number of reasons. Firstly, whilst the overall parking footfall has remained fairly consistent month by month, the increase in processing time has severely impacted performance, below is a table that shows the AHT (Average Handle time) and the longest wait time.

We drafted a process in August to decrease processing time for the Parking Permits and to deal with the issues around Data Protection raised by the document retention practice in the current process with an aim to reduce this time. This change was agreed on 9<sup>th</sup> October and will be implemented for next month's processing.

BLC Parking Specific	May-12	Jun-12	Jul-12	Aug-12	Sep-12
AHT (average handle time)	0:09:04	0:12:18	0:16:18	0:14:32	0:14:03
Longest Wait Time	02:00:50	02:08:24	04:23:42	03:01:14	02:30:16
DL Parking Specific	May-12	Jun-12	Jul-12	Aug-12	Sep-12
AHT (average handle time)	0:08:54	0:13:09	0:16:00	0:13:53	0:14:43
Longest Wait Time	01:13:54	02:34:44	03:09:28	01:48:38	01:54:08

Overall in September 875 more customers visited us than forecast; the majority of the additional customers were for Council Tax & Housing Benefits.

We have also had unplanned staff absences which have been covered with temporary staff, but does leave a gap in cross-skills for council tax enquiries as they were primarily engaged to cover parking.

The table below shows the percentage of customers who waited within each time bracket to be seen by a CSO, which shows the majority of our customers waited less than 30 minutes.

Waiting Time	0 - 30 mins		30 - 60 mins		60 - 90 mins		90 mins >	
	Aug-12	Sep-12	Aug-12	Sep-12	Aug-12	Sep-12	Aug-12	Sep-12
BLC	76.26%	77.39%	13.51%	15.10%	6.26%	5.49%	3.97%	2.03%
DL	87.07%	82.36%	9.71%	10.10%	2.31%	5.33%	0.90%	2.21%
OSS Combined	81.31%	79.81%	11.79%	12.64%	4.39%	5.42%	2.51%	2.13%

**N.B:** % Seen in 30 minutes is a KPI Target

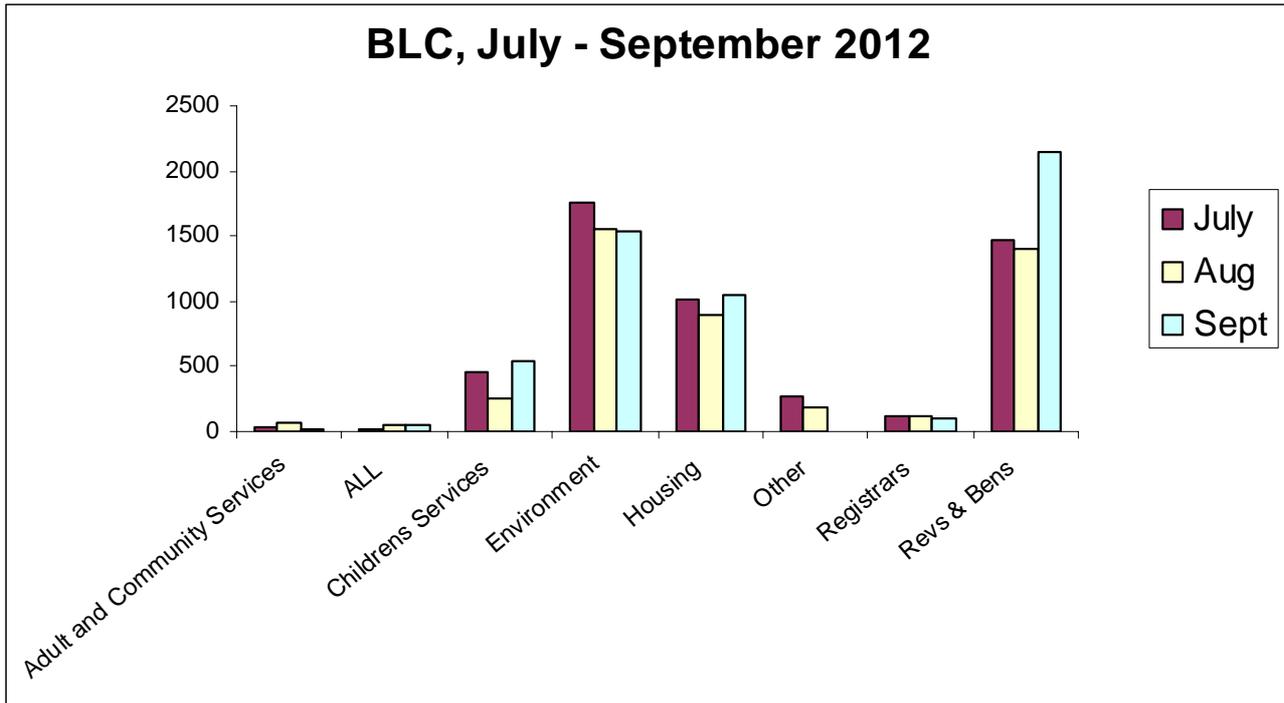
### **BLC OSS**

In September the BLC received 857 customers more than forecast; this was mainly due to Council Tax & Housing Benefit and Parking Enquiries.

We have also unplanned staff absences which have been covered with temporary staff.

<b>BLC OSS</b>	<b>Sep-12</b>
Projected Volumes	11747
Actual Volumes	12604
Variance	7.30%
No show rate for customers taking a ticket in the OSS	2.98%
% seen in 30 minute wait time	77.39%
Casual Callers	7313
Average waiting time of customers in OSS	00:33.34

In the BLC OSS, the highest volumes of customers per service type changed during September and were led by Council Tax & Benefit Enquiries, Parking, then Housing and Education. 'All' covers documents only and general enquiries which can be for any service.

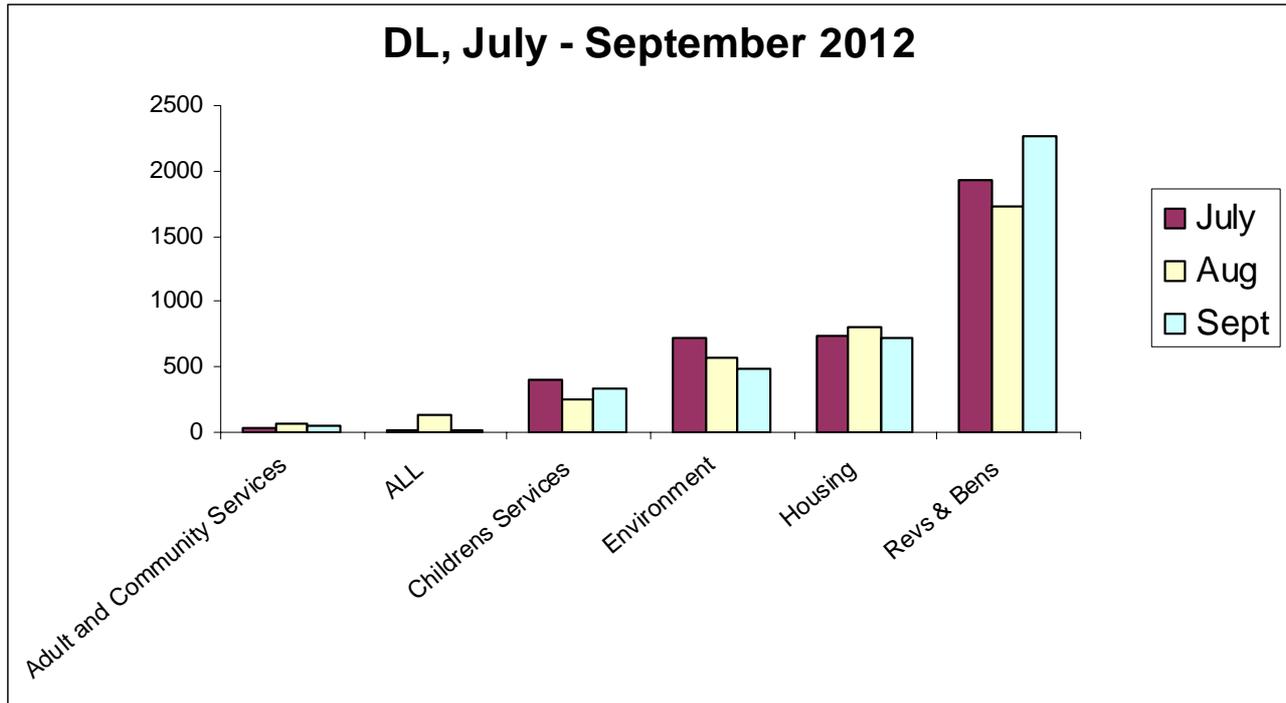


#### **DL OSS**

In September the DL received only 18 customers more than forecast; however the actual arrival patterns of customers has caused some challenges as we have seen a much higher volume of customer arriving at the start of the day, rather than an even flow throughout the day.

DL OSS	Sep-12
Projected Volumes	11965
Actual Volumes	11983
Variance	0.15%
No show rate for customers taking a ticket in the OSS	2.16%
% seen in 30 minute wait time	82.36%
Casual Callers	8138
Average waiting time of customers in OSS	00:33:23

In DL OSS, the highest volumes of customers were for Council Tax & Benefit Enquiries, followed by Housing and Parking. 'All' covers documents only and general enquiries - these can be for any service.



**Service Performance – Mobility Services**

This month has been extra busy with lots of enquires for the new 60 plus pass which is being introduced by the Mayor for London. We have also introduced payments over the phone for those customers that forget to include their payments in their postal applications for Blue Badges to help speed up the whole process for customers.

Mobility Services	Sep-12
Total Volumes (Phone & Face to Face)	734
Call Volumes	669
% Calls Answered (PCA)	92.04%
% Calls Answered in 30 seconds	75.09%
Footfall Volumes (BLC & DL)	65

**Service Performance - Other Contact**

The contact centre also dealt with 1103 emails during September. PI target was achieved.

Overall % contact by email remained consistent with last month.

Email Contact		
	Target	Sep-12
Number of emails received		1103
% of total contact by email		3.34%
% Email responded to in 10 working days	100%	100%

**Service Performance - Complaints and Resolution Team**

Below is the total amount of items logged on Respond by the complaints team during September. The complaints team are continuing to actively chase outstanding reports and working closely in partnership with service areas to resolve any complaints issues.

Logged on the system	Sep-12
Comment	2
Compliment	6
Data Protection (Customer Enquiry)	11
Enquiry (Customer Enquiry)	1
Environmental Information Regulations (EIR)	0
Freedom of Information (Customer Enquiry)	74
Service request (Customer Enquiry)	3
Stage 1 (Corporate Complaint)	209
Stage 2 (Corporate Complaint)	34
Stage 2 (FOI) (Corporate Complaint)	3
Stage 3 (Corporate Complaint)	10
<b>Total Logged</b>	<b>353</b>

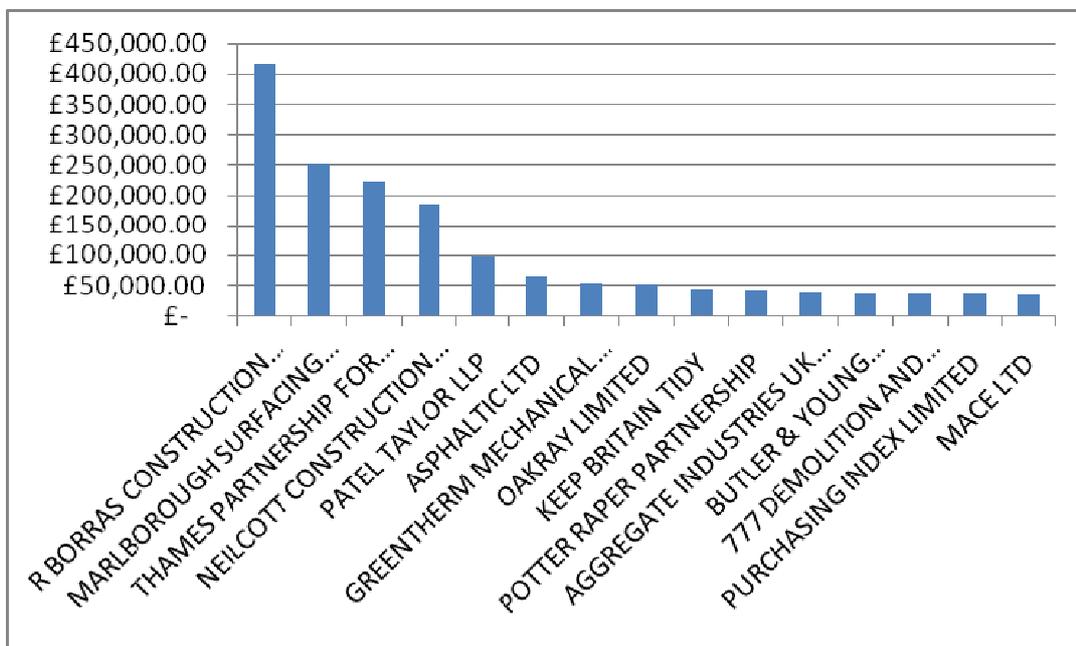
## 5 Procurement & Accounts Payable

### iProcurement

Usage figures for the last five months are laid out below:

	May	June	July	Aug	Sept
No' of suppliers used	271	254	299	273	221
No' of purchase orders raised	847	753	708	647	617
Total value of purchase orders raised	£5.2m	£2m	£4.5m	£3.2m	£2.3m
Average order value	£6k	£3k	£4k	£5k	£4k
Longest requisition approval time (days)	155	115	76	212	64
Average approval time (days)	2.11	2.34	3	2.78	2.68
Longest Procurement handling time (days)	130	221	28	8	22
Average Procurement handling time (days)	0.16	1.36	0.22	0.19	0.04

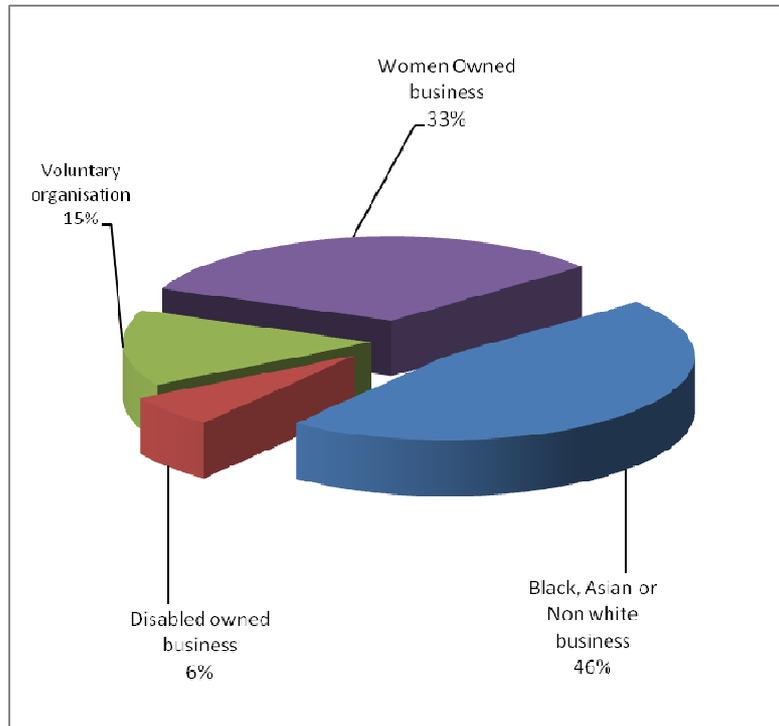
Graph below lays out the top 15 iProcurement suppliers by spend for September:



## LBBB Supplier Profile

At the time of writing the number of registered suppliers has risen from **1409** last month to **1460** in September of which 81% (1179) are SME's. Currently **217** local suppliers (up from 214) are represented.

Of the 1460 suppliers 433 have also been classified below:



Status in September 2012:

- Black, Asian or Non white business 209
- Disabled owned business 28
- Voluntary organisation 64
- Women Owned business 143

## PROCUREMENT PROJECTS

A whole range of procurement projects has been identified and/or commenced.

A brief summary of each of the key projects is set out below.

### 1. Boating Lake Concession (Barking Park Lake)

Awaiting final confirmation from Legal and the Client re the Lease and Contract and when they will be available and issued. Estimated by 17/08/12

### 2. Replacement/Upgrade for Radius Cash Receipting System

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The Purchase Order has been raised and the contracts signed.

### **3. Corporate Buildings Reactive Repair and Maintenance**

Negotiations have been completed with a 10% reduction being agreed on the core requirements and an average of 14.44% being achieved on the materials. Contracts have been issued and will be sealed in October 2012.

### **4. Distribution of the News**

Evaluation have been completed with a BAFO stage being conducted, this has also been completed. Further developments to be advised in October 2012.

### **5. Cleaning Materials Benchmarking**

Recommendations have been drafted and are being reviewed by the 2 main clients, with responses due back in September 2012, by end September 1 client response had been received with 1 still outstanding and will be due back October 2012.

### **6. Stationery Benchmarking**

Meetings were held with a final supplier to ensure all of the available frameworks and routes to market have been benchmarked. The final pricing submission will be due September 2012 and the final report will be drafted detailing recommendations. To be issued October 2012 for approval.

### **7. Removals**

ITT issued 14<sup>th</sup> August 2012 for a return on the 10<sup>th</sup> October 2012.

### **8. Audio Visual Service and Maintenance**

Specification drafted and issued to Client for final approval. Project raised in Bravo but cannot be issued without client approval. This is actively being sought. Process is due to continue in October 2012.

### **9. Major Adaptations**

This is a project for the provision of all major disabled adaptations in vulnerable residents' homes throughout the Borough. A Restricted procurement process is being followed.

PQQ responses have been evaluated. ITT document is being finalised for issue in Mid September.

### **10. Reactive Mechanical Maintenance**

Award recommendation paper being drafted, with expected approval in September 2012. The provisional award would be to Oakray. Challenge feedback issued to Imtech on the 8<sup>th</sup> August 2012, to date no response has been received.

### **11. Asbestos Removal and Asbestos Surveying & Analysis**

A new ITT has issued for the 2 lots on behalf of the Corporate Client, which will close 02/11/12. Housing will be competed under separate cover.

## **12. Wheeled Bins**

The Contract has been signed and service commenced.

## **13. Gascoigne Redevelopment Project**

Final supplier meetings are being held prior to the last documents being issued. A response date is yet to be confirmed but it is envisaged that the return date will be the end of October 2012.

## **14. SEN Taxi**

ITT issued August 2012 with London Borough of Newham as the leading authority. Returns due back 2<sup>nd</sup> October 2012.

## **15. Wider Wallet (Staff Benefits) and Kiddie Vouchers**

Supplier meetings held in August 2012, in relation to utilising the ESPO framework. Framework terms and conditions have been issued for review in September 2012. The contract is due to commence October 2012.

## **16. AV Equipment**

Quotation request issued to 4 suppliers for the replacement of the projectors in the Chambers at the Town Hall and Civic Centre as well as the committee rooms. Site visit to be conducted September 2012 with the preferred supplier. Order to be placed October 2012.

## **17. L8 Risk Assessments and Consultancy**

Background costs evaluation commenced early August 2012. Amalgamation of non contracted services as a recommendation has been drafted with a view to gaining approval on a single tender action. The Waiver drafting has commenced with a view to gaining approval in September 2012 for the preferred option for an interim period, whilst a new procurement is conducted.

## **18. Asset Valuations**

Discussions commenced early August 2012 with the client to establish the preferred route to market for this service. Specification and evaluation questions are scheduled to be completed early September 2012, this will now be conducted October 2012.

## **19. Personal Protective Equipment (PPE)**

It was identified that the Council did not have a preferred or contracted provider for PPE. Spend analysis commenced early August 2012, with a view to tendering the Councils requirements. LBBDD has received interest from members of the ELS with LB Newham to issue data early September 2012. Approval will be required from the Council dependant on annual spend and length of the proposed contract.

## **20. Managed stores service**

This service is proposed to replace the current agreement with Enterprise. The DLO will be insourced back to the council whilst the stores management and stock provision shall be contracted to a private company. The GPS framework has been identified as suitable for this requirement and procurement have facilitated site visits with suppliers at the Pondfield site before being invited to formally tender. The tender documents are currently being finalised before sign off.

## **21. Mechanical and Electrical servicing**

All 16 tenders across 4 lots have been evaluated for quality and price. The client department must now complete site visits as part of the process before final interview to complete the scoring. Award is likely in early January depending on diaries.

## **22. Festive Christmas lighting**

6 tenders received for provision of the boroughs festive lighting for a 3 year contract. Quality evaluation currently underway before award on Wednesday 10th October.

## **23. Corporate buildings security contract**

Initial client meeting held. Procurement currently reviewing contract documents before recommending a route to market and producing procurement timetable.

## **24. Fire extinguisher testing**

Scope currently being drawn up and procurement options investigated.

## **25. Leisure Centre Catering**

An initial scoping meeting was held in September 2012. Drafting of the specification has commenced and is expected to be completed in October 2012.

## ACCOUNTS PAYABLE

KPI	Target	September 2012 Performance
AP Payments <30 Days	94%	95.05%

Department	0 - 30 Days		31 - 60 Days		61 – 90 Days		91 Days +		Total
	Invoices Paid	%	Invoices Paid	%	Invoices Paid	%	Invoices Paid	%	Invoices Paid
Adult & Community Services	1291	97.58	26	1.96	3	0.23	3	0.23	1323
Children's Services	1594	91.09	120	6.85	22	1.26	14	0.80	1750
Customer Services	1313	96.69	29	2.13	16	1.18	0	0.00	1358
Resources	983	96.37	34	3.33	3	0.30	0	0.00	1020
<b>Total</b>	5181	95.05	209	3.83	44	0.81	17	0.31	5451

KPI	Target	September 2012 Performance
>83% Creditor Payments being made electronically	83%	88.51%

## HMRC Construction Industry Scheme

PI Measurement	Target	September 2012 Performance
Payment & Filing of Return on time (by 19 <sup>th</sup> of the following month i.e.October)	100%	Payment made on time on 8 October 2012. Return submitted on time within timescales set by HMRC for September 2012.

## Freedom of Information Act Enquiries

Received / Concerning	Number	Replied
(None Received)	0	-

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## **Other Activity**

The AP Manager was heavily engaged during September 2012 representing both the Council and Elevate as one of the SME's (Subject Matter Experts) for the Oracle R12 Accounts Payable and P2P work streams. During September, 8 Solution Validation Workshops were attended at Croydon or at Havering where various elements of the proposed solution were examined in detail.

The findings of these workshops have been fed back to the LBBDD Project Management team via the completion of a number of "Organisational Impact Assessments" that highlight proposed organisational, workflow or audit issues that have been flagged up during the course of the workshops.

## 6 Elevate Transformation & PMO Service Update

### Performance Indicators

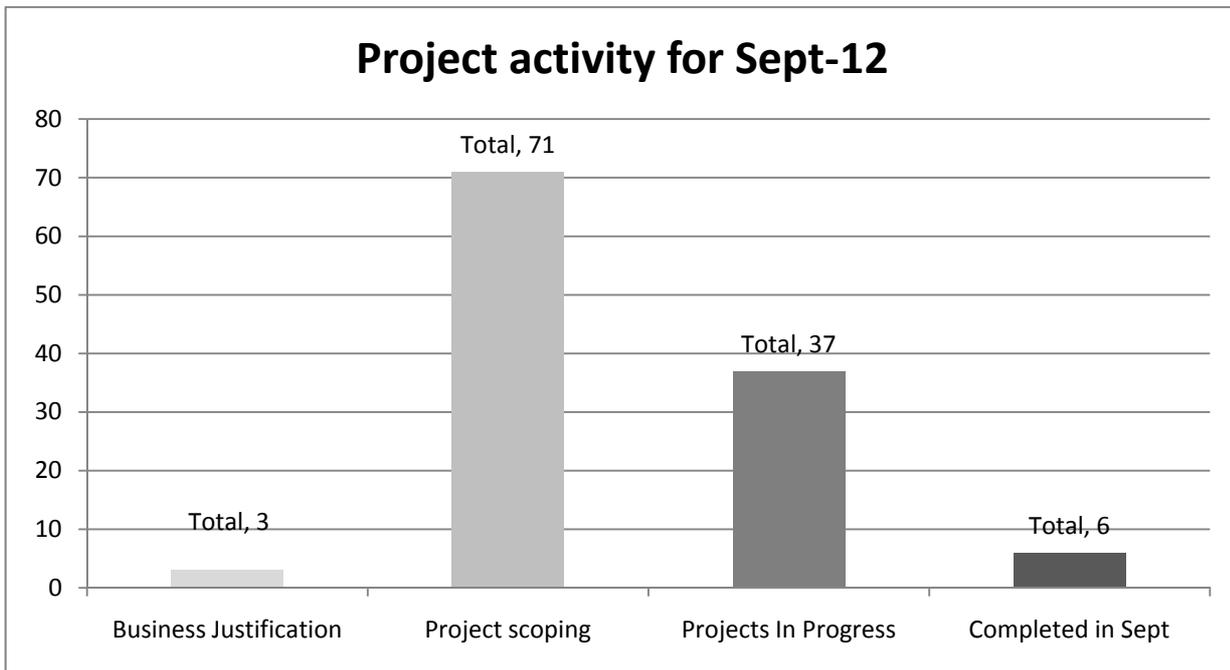
Performance against the projects Key Performance Indicator and Performance Indicator are outlined below. Elevate are pleased to report that 82.14% of projects are rated 'Green' for quality, cost and schedule and 100% of highlight reports were agreed with the Project Sponsor within 10 working days of month end.

The results from Month 1 (April 2012) to Month 6 (September 2012) are as follows:

<b>Title</b>	<b>KPI - Percentage of Elevate 'Projects in Progress' rated "Green" for Cost, Schedule and Quality</b>		
<b>Description</b>	Percentage of Elevate projects rated "Green" for Quality, Cost and Schedule		
<b>Purpose</b>	To provide a monthly health check indicator on Elevate projects		
<b>Target</b>	75.00%	<b>Result for April 12</b>	85.00%
		<b>Result for May 12</b>	85.71%
		<b>Result for June 12</b>	90.83%
		<b>Result for July 12</b>	92.31%
		<b>Result for August 12</b>	93.55%
		<b>Result for September 12</b>	82.14%

<b>Title</b>	<b>PI - Percentage of project highlight reports submitted on time and to quality standard</b>		
<b>Description</b>	% of project highlight reports agreed with Project Sponsor within 10 working days of month end		
<b>Purpose</b>	To improve timeliness and quality of project reporting		
<b>Target</b>	95.00%	<b>Result for April 12</b>	100.00%
		<b>Result for May 12</b>	96.97%
		<b>Result for June 12</b>	100.00%
		<b>Result for July 12</b>	100.00%
		<b>Result for August 12</b>	100.00%
		<b>Result for September 12</b>	100.00%

**Elevate Project Activity for September**

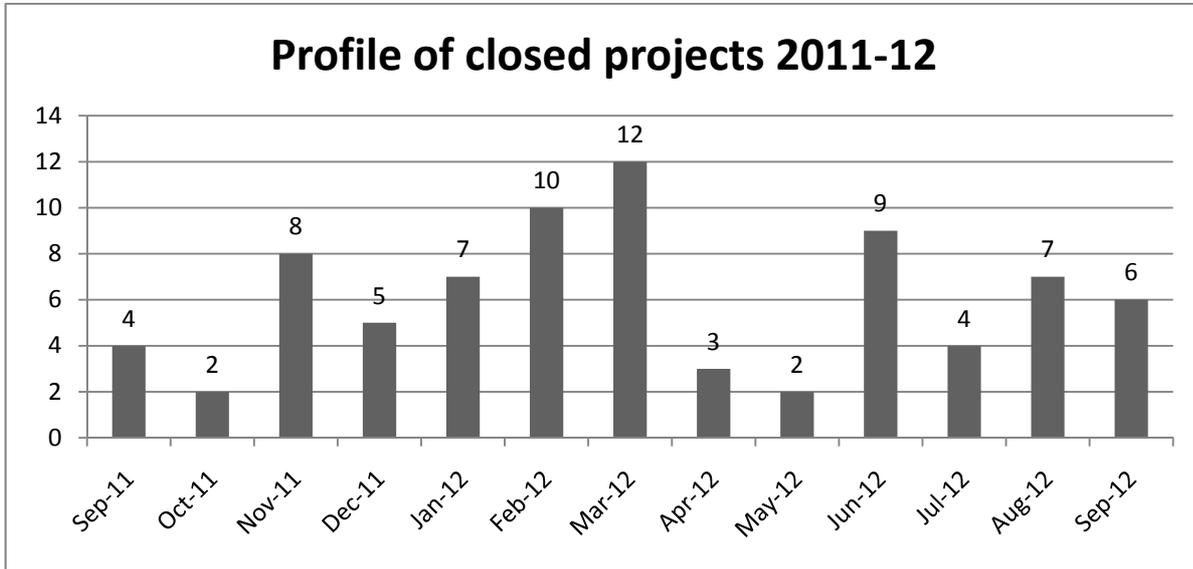


**Definitions**

Project Stage	Description
Business Justification	Developing a business justification for a project to be scoped.
Project Scoping	These are potential projects from the business justification stage where Elevate have been given approval to proceed from the Council to provide an initial scoping paper and / or business case.
Projects in Progress	These are agreed projects, where the proposed project has been given approval to proceed by the Council for delivery, following appropriate sign-off and quality review. (Funding authorised, project approved and delivery/outcomes clearly defined).
Complete	There are completed projects that have been delivered and activities transferred into support (business as usual).

**Completed projects**

**Profile of Completed Projects 2011-2012**



**Description of Project Delivery on Completed Projects in September 2012**

Elevate completed six projects in September 2012

Directorate	Completed	Project Request Code	Description of project delivery and purpose	Benefits to the service	Total cost of project
Children's Services	Trident and Flexible Learning	PR00155	Provide HP Tablets to staff and streamline business processes so that the team could work remotely and also more effectively.	Staff can update the case management system whilst on offsite visits cutting down on duplication in writing paper notes. It also has improved the service offering as staff can email links/forms immediately to the service.	£34,500 Plus 6 pre-bought days =(£3,300)

Directorate	Completed	Project Request Code	Description of project delivery and purpose	Benefits to the service	Total cost of project
Chief Executive's Unit	Web Enhancements	PR00168	A set of enhancements targeted for easier Content Editing.	An easier user interface for services that update their web content. Improved information quality when searching events.	12.5 Pre-bought days =(£6,875)
Adults and Community Services	Electronic Signage	PR00229	Implementation of an electronic signage system for the Youth Offending Team. This allows staff to set up appointments, when the service user comes in they can sign in digitally using a kiosk. An alert is sent to the Youth Worker to notify them that a service user has arrived. If further appointments are required then they can be set up there and then.	Reducing the need for staff to cover the reception desk by allowing service users to just check in and make appointments. The system will produce reports for the service KPI's such as how many of the service users were late or did not attend.	£16,591.00

Directorate	Completed	Project Request Code	Description of project delivery and purpose	Benefits to the service	Total cost of project
Adults and Community Services	Swimming Lessons Re-enrolment Phase 2	PR00271	Installation of Wi-Fi facilities and provision of wireless enabled iPod devices in Abbey Sports Centre and Becontree Heath Leisure Centre. This will support effective management of the swimming lessons programme. Teachers can manage their classes from the poolside using the devices.	Improved efficiency, as teachers can quickly see students who have not paid as registers are updated in real time. (thereby saving revenue). Another benefit is accurate reporting and improved customer service.	£12,318
Finance and Resources	BOCC and SMS	PR00281	To support the Council in establishing a control centre during the Olympics, providing additional ICT solutions and identifying a SMS tool for communication to key groups.	Improved communication with key groups. Key staff provided with privileged access to view Olympic events real-time and contributed towards the communication on the Olympics to the Borough.	26 Pre-bought days =(£15,300)

Directorate	Completed	Project Request Code	Description of project delivery and purpose	Benefits to the service	Total cost of project
Housing and Environment	SMS Phase 2	PR00303	The purpose of the project was to provide the functionality to send SMS messages to various groups of Housing users - officer patches, Wards, Leaseholders, etc. and be able to do campaign surveys for various purposes & analyse the results.	Improved communication with customers, improved response, ability to quickly analyse key customer requirements to tailor the services.	6 pre-bought days =(£3,300)

## Spotlight Case Study- Swimming Lesson Enrolment Phase 2

### **Overview**

The Swimming Lessons Enrolment Phase 2 covered the installation of Wi-Fi facilities and wireless enabled iPod devices to manage the swimming lesson enrolment at Leisure Centres. This provides access to Learn2 which is a swimming lessons management system that was installed in an earlier phase of the project.

The installation covered both Abbey Sports Centre (ASC) and Becontree Heath Leisure Centres (BHLC). BHLC now has the largest swimming lessons programme in London with over 2000 members. Abbey Sports Centre (ASC) has over 700 members on its swimming lessons programme.

### **Challenges**

The challenges were:

- Under the previous system, leisure centre staff had an inefficient process, manually checking and printing registers for swimming lesson instructors. The information in registers was frequently updated online however the manual records were not updated and this could result in a customer arriving for a lesson but not recorded on the paper register. A 30 minute lesson could almost be over by the time this was resolved.
- The solution was designed to work with iPods or iPads and would only work over a Wi-Fi connection.
- There was also a requirement to create a secure wireless network that would allow access only to the authorised devices and only to the Learn2 system on the corporate network.

### **Outcomes**

Elevate ICT teams worked to design a suitable network solution for the Wi-Fi network. The design and concept were discussed and approved by the Agilisys Technical Design Authority. The network was connected to the corporate network via a firewall and all other connections disabled. The iPods were configured to give access only to the server on which Learn2 is installed.

Lesson instructors now have a waterproof portable iPod which has a live register, schemes of work and progress record for each class. Changes made at the poolside are now written back to the system immediately, reducing the need for someone to manually make the changes at the end of the lesson.

### **The Project Team**

The project was delivered by Elevate (PMO, ICT) working closely with staff from Leisure and third party companies – Cray Valley and Gladstone.

### **Statistics**

LBB Leisure Centres are one of the first to Go Live with this new system. The feedback from staff is encouraging and they are looking forward to further opportunities for improvements that this new system will enable.

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**Spotlight Case Study- Electronic Signage (for the Youth Offending Service)****Overview**

Elevate received a project request from the Youth Offending Service requesting the need for a system to manage all their appointments for the service users. All service users have a duty to report to the Youth Offending team on a regular basis. Concerns were raised by parents and young people about providing their personal details in an open reception area when booking in.

The Youth Offending Service also had a need to address an issue for appointment management for service users reporting on a regular basis. The current process involved young people to provide personal details in an open reception area when checking in for their appointment.

Elevate worked with the Client to assess possible solutions. A joint decision was reached that an electronic signage system was required. To save technology costs and licensing costs, a solution with Qmatic was chosen, a supplier who provide services to the Council in the One Stop Shops.

Qmatic worked with Elevate and the service to implement a solution that would meet the requirements and could be easily expanded to other Council services.

The solution provides a kiosk at the front desk that allows the service user to quickly sign in using their name and date of birth. The system notifies the officers that the service user has arrived. It also tracks all the key KPI's associated to the service and provides essential reports.

**Challenges**

The challenges were:

- Finding a product that matched the services requirements.
- Delivering a solution to a limited budget.

**Outcomes**

Through close partnership between the Council, Elevate and Qmatic the Electronic Signage system has been delivered. The Council are the first to have implemented an electronic signage system.

Elevate will be working with the Council to launch an event to allow other Councils to view the system and discuss our approach.

Elevate have already received numerous enquiries on how the system works.

**The Project Team**

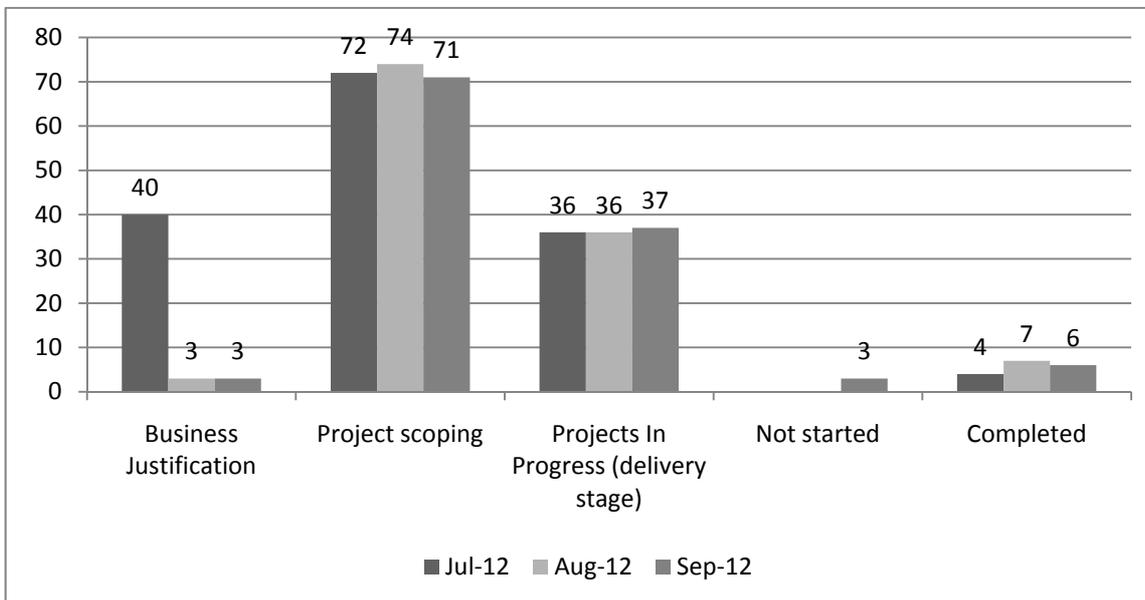
The project was delivered by Elevate (PMO, ICT) working closely with staff from Youth Offending Service and Qmatic.

## Project Activity

### Status of Project Activity by Service Area as at September 2012

Service Areas	Business Justification	Project Scoping	In Progress	Not started	Completed	Grand Total
Adult and Community Services		14	5		2	21
Chief Executive Unit		3	1		1	5
Children's Services		10	6		1	17
Elevate B&D	2	5	4	1		12
Elevate HR		1	1			2
Elevate ICT		2	3			5
Elevate Revs and Bens		5	1			6
Finance and Resources	1	7	5		1	14
Housing and Environment		24	8	2	1	35
<b>Grand Total</b>	<b>3</b>	<b>71</b>	<b>34</b>	<b>3</b>	<b>6</b>	<b>117</b>

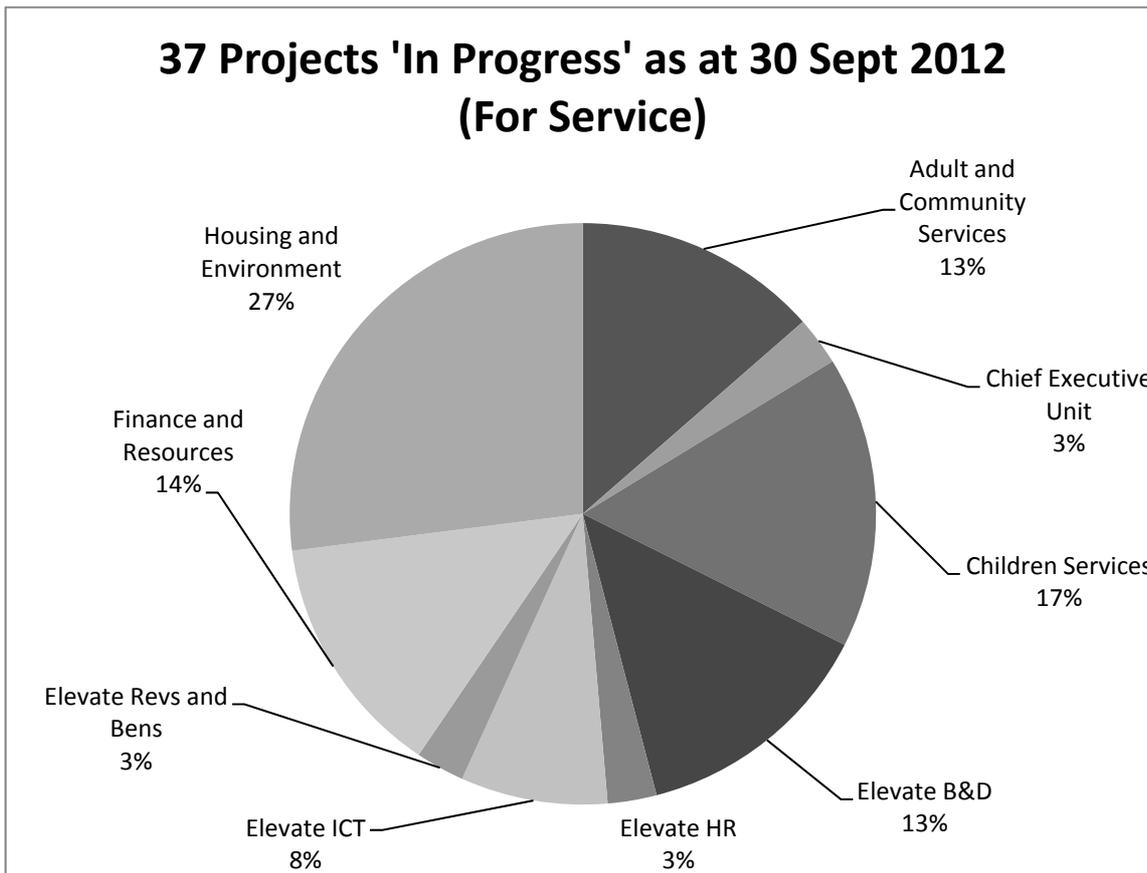
### Project Activity movements during the month



## Projects in Progress

### Overview of Projects in Progress

During the month of September 2012 Elevate completed six projects. An additional seven projects were commissioned during September. The total number of projects in progress, at the end of September 2012 is 37.



## Newly initiated Projects

The seven projects added to the live list during September are detailed below:

Directorate	Project	Project Request code	Description of project delivery and purpose	Benefits to the service	Projected cost of project
Housing and Environment	Localities Phase Two	PR00165	System changes are required to the Capita Housing Application to align with the service changing the model to deliver services to residents by locality areas.	The Localities Service Delivery Model proposes to improve the quality and cost effectiveness of frontline environmental and housing estate management services.	£14,575
Housing and Environment	P1E Tool Upgrade	PR00302	This project will make the P1E Reporting Tool operational and fit for purpose for the Council's needs. This will collect statistical information on authorities' discharge of duties under the homelessness legislation.	A fit for purpose & working P1E report that is accurate and produced automatically without any manual input.	£15,400
Children's Services	WAN Connectivity for Schools	PR00344	Delivery of leased line connectivity to identified primary and secondary schools.	Discounts in WAN connectivity costs. Potential to buy in to other services provided by LBBD e.g. CCTV, VoIP, etc	17,250.00+ £16,915.00 change request.
Housing and	Codeman Data	PR00312	To fully realise the	Assist the	£38,000

Directorate	Project	Project Request code	Description of project delivery and purpose	Benefits to the service	Projected cost of project
Environment	Import		benefits of the Codeman application, this project will upload historic project information to the application to view any building works on the property.	council with meeting the Decent Homes Standard, improved Lifecycle forecasting, etc.	
Elevate B&D	Disaster Recovery for the Contact Centre	PR00266	To provide business continuity for the Contact Centre in the event of the current premises being unsuitable to operate from.	Business continuity of a key front line service.	14 Pre-bought days =(£7,700)
Finance and Resources	Income Management	PR00244	To replace the incumbent Income Management system with a Payments Card Industry Data Security Standards( PCI-DSS) compliant system.	This will provide the client with better functionality, payment card compliance and hosted transactional data.	£123,143 plus £24,902 Change request PR00244/01

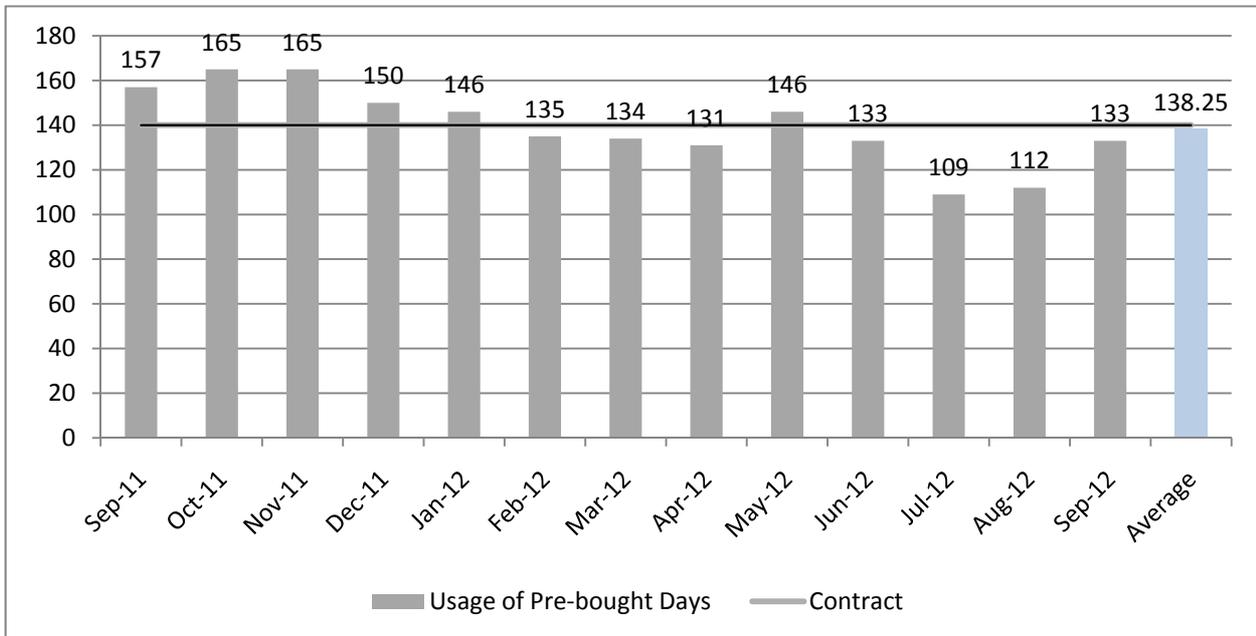
Directorate	Project	Project request code	Description of project delivery and purpose	Benefits to the service	Project cost of delivery
Housing and Environment	Housing Repairs Customer Contact Centre	PR00353	This project will design and implement the processes to establish the Housing Repairs Customer Contact Centre in May 2013.	<p>Reduced call volumes into the Customer Contact Centre.</p> <p>Reduced repairs raised.</p> <p>Increased % of repairs completed first time.</p> <p>Increased customer satisfaction with Contact Centre.</p> <p>Better quality management information.</p>	£154,000

**Status of Projects in Progress**

Status of Projects	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
Red	1	2				1	1
Amber	4	2	2	1	2	1	4
Green	21	25	30	27	34	30	24
Transfer to ICT		1					
Not Started							3
On Hold	7	7	7	5	5	4	5
<b>Total</b>	<b>33</b>	<b>37</b>	<b>39</b>	<b>33</b>	<b>41</b>	<b>36</b>	<b>37</b>

## Pre Bought Days

The rolling average over a 12 month period for Pre Bought Days is 138.5. The chart below demonstrates the monthly usage of pre-bought days but does not include the Oracle R12 ICT contribution to pre-bought days.



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## **7 HR & Payroll**

The Transactional HR and Payroll service, TUPE transferred into Elevate on the 1<sup>st</sup> March 2012. The sections that transferred were the HR Service Centre, Schools HR, Information and Workforce Planning and Payroll. The transfer was smooth with no reduction in service.

### **Transformation Programme**

A service transformation plan was submitted as part of the business case for transferring the service to Elevate. A project board has been established, as well as monthly client monitoring meetings.

The transformation project was due to complete in October 2012, it has been extended to the end of December 2012, to coincide with the Oracle R12 system overview timeline, as this will allow any process and systems changes that are necessary to ensure the vanilla system runs efficiently. Meetings and workshops with staff and key stakeholders will continue throughout the transformation process.

In September we have achieved the following milestones:

- HR service request open cases remaining at 70 for week ending 30<sup>th</sup> September (we receive an average of 100 queries per day)
- Hornbill configuration and testing
- Soft roll out of iGrasp recruitment system to Schools
- iGrasp recruitment system training programme for corporate managers scheduled to commence in October.
- Part one of Online CRB registration process completed

Further system implementation and improvement plans are being prepared for sign off from the project board. There are some dependences for systems improvements, these include:

- Oracle R12 – currently we do not have visibility of the selected product specification for process mapping purposed or the detailed timelines for implementation which may impact our delivery milestones. Workshops with Cap Gemini are scheduled between Mid-August and October, which should give us clarity.
- HR Intranet refresh - SharePoint upgrade programme may impact the timelines in improving the HR information to the council population

### **Legislative changes**

Changes to the disclosure and barring service mean that a review of roles and whether they require vetting and or CRB checking must take place.

As we are currently in the process of implementing an online vetting process this work would need to be carried out by the end of November at the latest.

Repeated submitting for vetting of CRB's for roles that no longer require these checks may lead to Elevate losing their license to carry out these checks, as this is a high risk to Elevate, this has been added to the risk register.

### **Performance Reporting and Base-lining**

A set of KPI's and PI's for the service has been established. A number of KPI's and PI's are subject to a 6 months period of base-lining, to enable the service transformation to be executed (without which some KPI's would not be able to be monitored) this ended on the 1<sup>st</sup> September 2012.

The Performance against KPI's and PI's are detailed below:

HR/Payroll - Key Performance Indicators							
Key Performance Indicator	Target	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
Payroll and HR pre-payroll error rate	0.60%	0.15%	0.013%	0.0029	0.0016	0.0018	0.0024
Pre-payroll error rate	2% error rate	0.97%	0.50%	0.31%	0%	0%	0%
Schools contracts issued	97%	91.30%	95.20%	100%	100%	100%	100%
Schools workforce census	100%	annual	annual	annual	annual	annual	annual
Issue of letters to successful candidates	85%	100%	100%	100%	92%	100%	100%
Performance Indicator	Target	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
Notices of error in PAYE and NI calculations	0	0	0	0	0	0	0
Additional pay runs	2	0	0	0	0	0	0
Pre-employment checks	5 working days	100%	100%	100%	100%	100%	100%
Schools CRB clearance	94%	94.59%	94.20%	94.20%	95.34%	95.10%	95.64%
Notify payroll of leavers (corp)	5 working days	67%	83%	100%	77%	100%	100%
HCPC update reports	100%	100%	100%	100%	100%	100%	100%
Timeliness of MI reports	97%	100%	100%	100%	100%	100%	100%

### Focus for coming months

- New Hornbill HR Service desk solution and Self Service Portal – testing and configuration
- HR Service Centre Staff training programme completed
- CRB online solution implemented
- Back-scanning of Schools HR documents completed
- Oracle outline review and solution designed
- Restructure of HH and payroll teams

## 8 PFI Contracts

All PFI Performance Indicators (PIs) were met for the month of September 2012.

The PFI contracts performance reports for Jo Richardson Community School (JRCS), Eastbury Comprehensive School (ECS) and Dagenham Park Church of England School (DPCoES) did present some issues. There were performance deductions at JRCS in the month.

The performance measures will be reviewed in the next PFI Performance Meeting on 17<sup>th</sup> October 2012.

The contract performance reports for JRCS and ECS were submitted by Enterprise for Transport and Distribution of Energy (ETDE) on 8<sup>th</sup> October 2012.

The contract performance report for DPCoES was submitted by Laing O'Rourke FM (LOR FM) on 12<sup>th</sup> October 2012.

### Issues

At JRCS, there was a major incident on Thursday 13<sup>th</sup> September at approximately 8.30 pm in which a sprinkler head was activated as part of a school open evening experiment in the science department located in Zone 2, level 1. Various elements of water and smoke damage were identified. It was agreed that the incident was caused by the experiment being undertaken by the science teacher.

A report relating to this incident has been submitted to Bouygues Education to form part of the insurance claim supporting this incident. This is also subject to inspections by various contractors to establish the level of damage which may also be subject to further investigations by the insurance claim assessors.

This also resulted in the unavailability of the school on the following day and the area was available again on Thursday 20<sup>th</sup> September.

There were recognised unavailability/performance deductions of £13,292.84 + £501.49= £14,431.33. The value of deduction of £13,292.84 reflects two sessions (Friday 14<sup>th</sup> and Monday 17<sup>th</sup> Sept) at £6,646 per session. The value of deduction of £501.49 reflects partial unavailability in the science department on Monday 17<sup>th</sup>, Tue 18<sup>th</sup> and Wed 19<sup>th</sup> September.

At ECS, there were two equipment failures in the month, one being the result of a main heating pump located in the new build plant room – this was repaired with no affect on the operational service. The other was a fault with one of the gas safety sensors located in the retained estate boiler room – this sensor has now been replaced.

At DPCoES, there were two issues for the month:

- Cleaning performance (internal and external) – the school is still unsatisfied with cleaning and the issues will be reviewed with LOR FM, the Headteacher and Elevate on 11<sup>th</sup> October 2012.
- FM Management – the school are not happy with the LOR FM performance. It was agreed that the LOR FM decisions protocol need to speed up and the communication with the school needs to improve. A meeting has been arranged for 11<sup>th</sup> October 2012.

### Health & Safety

At JRCS, there were no accidents. One health and safety incident was reported by ETDE FM for the sprinkler activation.

Previous concerns regarding the bacteria count identified in the Children's Centre continue to be addressed with the proposal to install an inline chemical treatment unit, which will treat the water supply at source. An independent survey of the pipe work layout of the area took place in September. Recent results from potable readings are within safe parameters and in line filters have been installed as a further measure to reduce the risk of bacteria growth.

There were three hazards reported:

- The Office in zone 3 level 2 was cramped resulting in poor ingress and egress. It also occupies two persons although the room data sheet demonstrate the use of one person – the school was advised of this hazard;
- The Nursery electric cupboard was cluttered making it hard to gain access to the distribution panel – the Children's Centre and Castle Green were informed;
- The DT wood store entrance door was obstructed by storage items – ETDE advised to clear the area.

At ECS, there were no health and safety accidents for the month.

Previous discussions with the school in relation to the water hygiene risk assessment for the quad area confirmed a requirement to remove all dead leg pipe work with an initial completion for August 2012 – this has now been deferred to the end of October 2012.

There was one hazard identified:

- Various notice boards were left outside the engineers workshops by the caretakers – corrective action was taken.

At DPCoES, there were no security issues for the month.

There were two health and safety issues:

- Incident on Friday 28<sup>th</sup> September night when a baffle in the atrium fell down from the ceiling – the discovery of the fallen baffle was on Saturday morning. A second baffle also fell on Monday 1<sup>st</sup> October in Science but this was due to human interference. Nobody was injured. Laing O'Rourke confirmed that Inspections took place in summer and all baffles were signed off as correctly installed.

All baffles were removed on Wednesday 3<sup>rd</sup> October to be inspected again. The school closed on Wed 3<sup>rd</sup> October and reopened on Thursday 4<sup>th</sup> October.

LOR Construction will review the baffles and will send a progress report. Rockfon, the manufacturer, have confirmed that the fixings are correct but cannot second guess the cause. The fixing solution will be circulated to all parties for comment. The school sent a Health and Safety form to LBBB HR. It was agreed that the baffles will be reinstalled on the week of half term.

It will be monitored if the noise is affected in the areas where the baffles have been removed and all parties will consider if the baffles should be installed again. Unavailability and deductions for this incident will be presented in the October report.

The school indicated that LOR FM Manager did not consult with the school in order to make a joint decision. The school was notified on Monday 1<sup>st</sup> October evening when the LOR FM knew since the morning. The school reported that they were concerned on the LOR FM team and their running of the building.

It was agreed that the school and the Authority need to be informed as soon as possible of any major incidents/accidents and to be communicated of the progress.

- A fascia panel at the café counter fell on a member of school's staff toes – a fixed panel was replaced on 14<sup>th</sup> September.

	Accidents/Incidents Reports	Hazards	CCTV issues	Intruder system issues	Fire alarm issues
ECS	0	1	0	7	2
JRCS/CG	1	3	0	6	9
DPCoES	2	0	0	0	2

### Variations

There were no variations submitted for JRCS.

There were no variations submitted for ECS.

At DPCoES, there were no variations submitted for the month.

One variation is still awaiting for cost – rim and drainage grooves at the Science preparation room. The two variations regarding the screening (one for Laurel Hedging at 1.5 tall to be installed next Easter and the other for a 4m high anti climb green fence to match the existing) to the School Road residents' boundary are now to be proceeded. Residents were consulted and rejections were not received. The Authority will proceed with the installation of the fence and trees.

### Lifecycle

At JRCS, the following lifecycle works have been completed in September:

- Repainted the reprographics corridor at zone 7 level 1;
- Painted the Student Development classroom 3;
- Painted the English classroom 9;
- Replaced the fencing around the tennis court area – scheduled for completion in March 2013.

At ECS, the following lifecycle works have been completed in September:

- The replacement of various internal doors continues in September and will proceed throughout the year.

### Authority Damage

At JRCS, there were four reported damages in the month:

- Paint over writing on wall painted on by previous teacher at science classroom 1 – this job was undertaken at no additional cost;
- The door glass panel at zone 5 level 1 was cracked – the replacing of this glazed unit is pending authorisation from the client;
- The male changing room toilet seat at zone 8 level 2 was pulled off of the toilet – this was repaired at not additional cost;
- The toilet at the nursery at zone 9 was blocked due to the disposing of children’s toys and hand towels down the toilet – this was vacuumed out by a specialist contractor at £222.78 to Castle Green.

At ECS, there were two reported damages in the month:

- The stairs by the old gym air vents were damaged – these vents are to be replaced with a more durable design with no addition costs to the school;
- The Sixth Form fire exit door panel was shattered – this was replaced with an additional cost of £85.

At DPCoES there were five reported damages in the month:

- The cable for the projector at room 215 was not working – the cable was supplied by RM at no cost;
- The All Weather pitch netting had numerous holes probably being caused by foxes – this job was undertaken at no additional cost;
- A light fitting and bulb fell down in the corridor outside the science prep room – this job was completed at no cost;
- A key at the drama classroom 036 was broken – the lock was replaced at not additional cost.  
LOR FM will advise in the next report if the following damage will incur a cost:
- The changing room back wall was hit by a student, cracking the plasterboard down – this job was completed.

	Outstanding jobs	School Jobs Logged	FM Jobs logged	Total Jobs	Jobs completed	Helpdesk completion ratio	Authority Damage	Unavailability/ Service Performance Shortfalls
ECS	8 (for Sept)	53 (3% increase from previous month)	37	90	81	90%	2 at cost to the school of £85.00	N/A
JRC S	7 (for Sept) & 2 (from Aug)	93 (29% increase from previous month)	62	155	145	94%	4 - 2 at cost to the school of £519.17	£14,431.33
DPC oES	1 (from July) & 1 (from Sept). 19 defects (from May)	75	28	103	101	98.05%	5 – 2 may incur cost – to be advised	N/A

At JRCS, there were two outstanding jobs from August:

- The Curtain being damaged at the Drama Room 2 – this work will be completed by next month;
- The Installation of one data point at the café in zone 7, level 1 – this work has been completed.

At DPCoES, the two outstanding jobs are as follows:

- From July: The main entrance door to the changing room was forced open damaging the door frame - The above was completed at no additional cost;
- From September: The key to the lockable cupboard on the teacher desk in the drama room 036 broke off - This lock was replaced out of FM stock at no additional cost.

**Project Works**

At JRCS, project works for September included the completion of automation of various external doors in the main street and reception areas.

At ECS, drainage surveys for the Rosslyn Road car park were completed in this month.

Further proposed project works subject to approval are:

- The extension of a classroom in the 6<sup>th</sup> form area;
- The renovation of the upper old gym into a dance studio;
- The restoration of the Wilmington Gardens caretakers' house making it available for lettings;
- The renovation of art and design areas.

**Financial matters**

There were no invoicing payments or unitary charge issues for this month. All invoices were paid on time.

**Performance Indicators**

Performance Indicator	Period of measure	Target	Actual
Manage all deduction payment arrangements, escalating appropriate rectification notices.	Monthly	2 days	No issues this month
Annual DfE and PfS data returns will be completed as requested. Receipt of benchmark report showing Council PFI schemes compared to rest of country. Omission from report indicates failure to deliver information and therefore failure of PI. Submission must be within four weeks of central request for information.	Annually		

## 9 Technical Services

The Technical services Team performance in September has been satisfactory with no major issues or incidents to report.

### Performance Reporting and Base-lining

A set of KPI's and PI's for the service have been established. A number of KPI's and PI's are subject to project dependencies and baselining, as described within this report  
The Performance against KPI's and PI's for September 2012 is detailed below:

No.		Target	April 12	May 12	June 12	July 12	Aug 12	Sept 12
<b>Key Performance Indicator</b>								
1	Stock Conditions Data accuracy – ensure accuracy of data each month, via a 10% audit check	95%	NIL	NIL	NIL	NIL	NIL	NIL
<b>Performance Indicator</b>								
2	Process all requests via K2 system ensuring all data is provided and uploaded accurately and issued to contractors or facilities team within 1 working day of receipt	90%	NIL	NIL	NIL	NIL	96%	97%
3	Reception - Number of complaints received regarding	12 or less	0	0	0	0	0	0
4	NI 158 Decent Homes Report to be produced and distributed by 15 <sup>th</sup> of each month	99%	NIL	NIL	NIL	NIL	NIL	NIL

### Brief overview regarding KPI/PI constraints:

1. KPI Stock Conditions Data accuracy, ensure accuracy of data each month, via a 10% audit check – The Database (Codeman) is currently being implemented and updated by LBBD Housing and the project needs to be completed before this KPI can be measured.
2. Process all requests via K2 system ensuring all data is provided and uploaded accurately and issued to contractors or facilities team within 1 working day of receipt – No Constraints
3. Reception - Number of complaints received regarding – No complaints have been received via the corporate complaints procedure for reception.

- 
4. NI 158 Decent Homes Report to be produced and distributed by 15th of each month – Due to the Stock condition database implementation and updating taking place, this report is unable to be produced as no data is currently available at this time.

**Service improvements for coming months:**

- Contact with residents was due to start in August however has now been pushed back until September regarding housing scs surveys, and will commence in months to follow. This data will eventually be updated in the stock conditions database by the Technical Support Team and will provide a basis for KPI 1.
- Collation, formatting and updating has commenced for the Stock Conditions Database, for works completed through various schemes over the last 10 years has commenced and will continue for a 15 week period.

## 10 Property Services

Provisional figures are given below for the position in September, which for the 6 monthly measures will take effect from, including and up to September 2012.

The service has brought in new management and staff to deal with significant backlog of outstanding cases.

Rent reviews present long outstanding and incomplete cases, the worst going back up to a decade. The number of rent reviews outstanding up to 31<sup>st</sup> March 2012 totals circa 39 cases. The total number of rent reviews including the pre-31<sup>st</sup> March 2012 cases up to 31<sup>st</sup> March 2015 amounts to circa 109 cases.

Lease renewals also present long outstanding and incomplete cases, the worst cases going back to the mid 90s to the late 90's. The number of lease renewals outstanding up to 31<sup>st</sup> March 2012 totals circa 45 cases.

The total number of lease renewals including the pre-31<sup>st</sup> March 2012 cases up to 31<sup>st</sup> March 2015 amounts to 107 cases.

All rent review and lease renewals cases between 1<sup>st</sup> April 2012 to 31<sup>st</sup> March 2015 will be subject to KPI/PI measures (less those placed under amnesty).

Property Services have been actively letting properties with new letting agents and are ensuring market values are being achieved.

In addition Property Services have been closing long standing cases highlighting £000's of lost revenue/income.

Further, Property Services have been driving the disposal of surplus properties by coordinating the efforts through the councils PAG (Property Appraisal Group) and ensuring maximum value is generated. Property Services are ensuring properties are valued, marketed with an agreed strategy and working in a way that delivers LBBB best value and fast service.

As of September 2012 Property Services have actively dealt with and/or managed circa 300 property cases of the councils circa 450 commercial properties.

<b>VACANT UNITS (KPI - to be marketed within 1 month of being instructed/ or date of KPI being agreed and known)</b>		
Total Vacant Units -		37
Unlettable units (not being marketed) -	Properties in poor dilapidated condition; need to be refurbished/redeveloped in order to make lettable and/or held for regeneration	11
Total units to be marketed (pending instruction) -	Properties are either being retained for alteration and/or change of use of have some restrictions that are preventing the letting from being progressed	8

Units being marketed from older instructions	Work by former agents Glennys	14
Total number of units being marketed following instructing -	On the open market through new letting agents instructions after 1 <sup>st</sup> April 2012	4
<b>Total number of units marketed WITHIN 1 month (of KPI measure) instructed = 4</b>		<b>100.00%</b> (Target no less than 85.00%)

<b>RENT REVIEW – (PI – strategy report completed within 6 months of due date and % of reviews completed within 6 months of due date</b>		
RRs Pre 31st March 2012-		39
Excluded from measure (Apr 2012 – Jul 2012) -	The PI measures cannot be applied due to the overlapping of the lease dates with the Elevate/LBBD contract commencement dates	17
Subject to PI measures (Jan 2013 – Mar 2013) -	Measures come into effect after baselining period from Aug 2012 to July 2013	5
Subject to PI measures (Apr 2013 – Mar 2014)	All properties are subject to PI measures	29
Subject to PI measures (Apr 2014 – Mar 2015)	All properties are subject to PI measures	18
Total strategy reports due 6 months prior to review date on Aug 2012 -		2
<b>Total strategy reports completed within 6 months of Aug 2012 (to Feb 2013) = 2</b>		<b>100.00%</b> (Target no less than 85.00%)

<b>LEASE RENEWAL (PI – strategy report to be prepared and protected leases to have notice served not more than 12 months or less than 6 month before</b>		
LRs Pre 31st March 2012-		45
Excluded from measures (Apr 2012 – Jul 2012) -	The PI measures cannot be applied due to the overlapping of the lease dates with the Elevate/LBBD contract commencement dates	14
Subject to PI measures (Jan 2012 – Mar 2013) -	Measures come into effect after baselining period from Aug 2012 to July 2013	6

Subject to PI measures (Apr 2013 – Mar 2014)	All properties are subject to PI measures	22
Subject to PI measures (Apr 2014 – Mar 2015)	All properties are subject to PI measures	22
Total strategy reports due not less than 6 months prior to review date on Aug 2012		4
<b>Total strategy reports completed not less than 6 months of Aug 2012 (to Feb 2013) = 4</b> Plus 7 additional pre-31 <sup>st</sup> March 2012 strategy reports completed but NOT subject to PI measures		<b>100.00%</b> (Target no less than 85.00%)

INSPECTION		
Parade inspections	Monthly	100%
Vacant properties	Weekly	100%
Other/Commercial property	TBC/ Annual Inspection	N/A (Due March 2013)

The 5 RENT REVIEWS falling between Jan 2013-Mar 2013 are also expected to be PI compliant.

The 6 LEASE RENEWALS falling between Jan 2013-Mar 2013 are expected to be 100% PI compliant.

ALL RRs and LRs for 2013-14 and 2014-15 are expected to be 100% compliant.