

Appendix 4

Local Government Shared Services Programme Service Catalogue

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1.Document Control

1.1 Control Details

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1.3 Document Sign-off

On behalf of Senior Responsible Owner:

Signature:

Printed Name:

Position:

Date:

On behalf of the LGSS Programme delivery:

Signature:

Printed Name:

Local Authority

Position:

Date:

2.Introduction

2.1 Purpose of this document

This Service Catalogue acts as a guide to the LGSS offering by outlining the services to be delivered by LGSS. For each service, the scope is defined and the high level processes are described.

2.2 Structure of this document

Section 2 introduces the LGSS programme and explains the overall scope of services.

Section 3 takes each service area in turn with a high level service description and a list of processes.

Section 4 sets out draft Customer Service Standards for LGSS.

2.3 Local Government Shared Services programme

Overall scope of services

LGSS will provide all front line, transactional, professional and strategic support and advice to the founding authorities and other interested public sector bodies in the following areas:-

- Finance;
- Organisational Development & Human Resources;
- Procurement;
- Internal Audit;
- Legal Services;

There is potential for other areas to be added at a later date.

Key design principles

Design principles are the "overarching truths" that guide practice and determine the "target" organisation being created. They have been jointly agreed and will be adhered to as the founding Councils transform into the target organisation. The high level Design Principles are outlined below. These are developed in greater detail in the "LGSS Programme Design Principles" document and are accompanied by a number of "elements" that characterise each principle in unambiguous terms.

Workstreams	Level 1 Design Principles
Processes	1. Services will be designed with the customer in mind, but based on self help 2. Provision of a high-performing service measured against industry best practice 3. Common processes will be adopted providing value for money 4. Hand-offs/interfaces to retained client organisations will be optimised
Organisation (LGSS & customer authorities)	5. Designed by local government for local government 6. Customer focused organisation and culture 7. Organisational capability will be established to target and take on new customers 8. High performing teams – employer of choice
Information	9. Performance driven enabling continuous service improvement 10. Comprehensive and standard reporting framework will be available 11. Quality assured data management policy and process
Technology & Infrastructure	12. High quality accessible platform based on proven software and technology 13. Progressive multi-site infrastructure to support customers 14. Value added services will be developed and offered to customers
Location	15. LGSS will be responsible for location strategy 16. Some services require face-to-face contact and will be located on client sites 17. Some expert services will need to be peripatetic

2.4 Scope of services covered by this catalogue

- P2P and Procurement
- Accounts Receivable
- ERP Support, System Administration and Contact Centre
- Organisational Development & Learning
- HR Strategy & Policy, Advisory, Health & Safety
- Internal Audit, Risk & Insurance
- Pensions Administering Authority
- HR Recruitment; Employment; Payroll & Expenses and Teachers Pensions & Employing Authority
- GL / Accounts and Fixed Asset Accounting
- Revenue & Benefits & Financial Assessments
- Legal

3. Definition of Services

1. Procurement and P2P

Service Description

1.2 Procurement

Provision of support, advice and challenge to the organisations on procurement related matters including:

- Training delivery for budget holders and “devolved buyers”
- Development of standards and policies
- Consultancy and advice to the retained organisations
- Supplier market knowledge
- Category management relating to the procurement of specific goods, works and services
- Awarding and managing common corporate contracts
- Managing the authorities relationships with regional buying consortia

1.2 P2P

The provision for an effective transaction processing and information system for the Councils Purchase to Pay processes. To support and optimise:

- Budget management, business planning, performance monitoring
- Payment and invoice processing
- Supplier maintenance
- Management of purchase orders

Process List

1.1 Procurement

High level processes have been mapped intended to cover the following areas. The process maps are at a fairly high level but the service will include the following areas:-

- RFQ/ITT –
Input into RFP / ITT, RFP / ITT response evaluation, Contract definition - schedules (framework contracts), Contract definition - T & C's (framework contracts), Definition of contract SLA's, Definition of contracted working processes, Definition of Service Level Credits, Contract review, Data gathering for renewals (performance), Reference site visits, Supplier Visits, OJEU
- Service Delivery Management –
Resolving queries on contract from Retained organisation, Resolving queries on contract from supplier, Contract definition - schedules (Appendix to contract), Contract definition - T & C's (Appendix to contract), Flagging contract renewals to Retained Organisation
- Monitoring/Compliance Management –
Reviewing SLA measures as fit for purpose, Measuring supplier performance against KPI's, Resolving supplier non performance (Service), Resolving supplier non performance (Commercial / contractual), Measuring contract compliance, Resolving contract non-compliance with suppliers (T's & C's), Reviewing SLA measures as fit for purpose, Measuring supplier performance against KPI's, Resolving supplier non performance (Service), Resolving supplier non performance (Commercial / contractual)
- Supplier Engagement –
Initial supplier engagement for RFP/ITT, Initial engagement at contract handover – governance, Initial engagement at contract handover - R & R's, Initial engagement at contract handover - Invoicing process, Initial engagement at contract handover - Escalation process
- Supplier Cost Management –
Supplier cost verification - invoicing against work done, Supplier cost verification against quotations, Supplier cost forecasting or actuals against forecast, Project cost tracking, Cost reporting, Defining cost saving initiatives, Measuring and monitoring supplier cost saving initiatives
- Contract Variation Management
- Toolkits and Templates

1.2 Purchase to Pay

- 1.2.1 Location Setup and Amendments
- 1.2.2 Supplier Setup and Amendments
- 1.2.3 Bank Account Setup and Assignment
- 1.2.4 Purchasing Category Management
- 1.2.5 I-Procurement Catalogue Loading
- 1.2.6 Requisition Creation and Approval
- 1.2.7 Purchase Order Creation and Approval
- 1.2.8 Purchase Order Transmission
- 1.2.9 Smart Form Setup
- 1.2.10 AP Invoice Entry
- 1.2.11 Invoice On Hold Process
- 1.2.12 Invoice In Dispute Process
- 1.2.13 Change Order Process
- 1.2.14 Credit Notes Entry
- 1.2.15 Goods Receipt Process
- 1.2.16 Open Order Encumbrance Management Process
- 1.2.17 Interface Payments
- 1.2.18 CIS Supplier Verification
- 1.2.19 Payables Invoice CIS Adjustments
- 1.2.20 CIS Month End Activity
- 1.2.21 Recurring Invoice Process
- 1.2.23a Daily Payment Run - BACS Payment
- 1.2.23b Create and Transmit BACS Remittance Advice
- 1.2.23c Recall BACS Payment
- 1.2.24 Daily Payment Run - Cheque Payment
- 1.2.25 Payment Run - Cheque Payment Return to Retained Organisation
- 1.2.26 Daily Payment Run - CHAPS Payment
- 1.2.27 Returned Payment
- 1.2.28 Stop and Re-Issue Cheques
- 1.2.29 Government Procurement Card - Setting up a New Card
- 1.2.30 Government Procurement Card - Changing a Category
- 1.2.31 Government Procurement Card - Closing a Card
- 1.2.32 Government Procurement Card - Managing Fraud
- 1.2.33 Government Procurement Card - Month end Process
- 1.2.34 Government Procurement Card - Lost/ Stolen
- 1.2.35 Cash Card Process – Set Up (DRAFT – not yet confirmed)
- 1.2.36 Cash Card Process – Top Up (DRAFT – not yet confirmed)

2. Accounts Receivable

Service Description

2.1 Customers/invoicing & Receipting

The provision to set up customer details to enable:

- Processing and sending invoices to customers
- Receipt of income and allocation to customer accounts or matched to invoices.
- Processing non-invoice income.
- Processing in the most accurate and timely manner.

2.2 Debt management, Recovery and Reporting

The provision of a debt recovery process that is responsible for:

- Identifying, chasing and investigating overdue invoices with the aim of maximising income collection.
- Management information and advice.
- The write off of irrecoverable debt.

Process List

2.1 Customers/Invoicing & Receipting

- 2.1.1 Create a New Customer Record
- 2.1.2 Customer Change and Addition
- 2.1.3 Merge Customer Record / Site
- 2.1.4 Cancel a Direct Debit on Customer Record
- 2.1.5 Create or amend new customer direct debit details
- 2.1.6 Deceased Customers
- 2.1.7 Create an Invoice
- 2.1.8 External Manual Credit Note
- 2.1.9 Credit Adjustments
- 2.1.10 Create an Instalment Invoice Schedule
- 2.1.11 Invoice Copy Print Request
- 2.1.12 Issuing scheduled statements
- 2.1.13 Write Offs
- 2.1.14 Incomplete transactions
- 2.1.15 Direct Debit Collection
- 2.1.16 Cash and Cheque Receipts
- 2.1.17 Local Cash Banking (Lodgements)
- 2.1.18 E-Payments
- 2.1.19 Receipt Handling from Bank via Lockbox
- 2.1.20 Reverse a Receipt
- 2.1.21 E-Payments Refund
- 2.1.22 Refund (Non-e-payment)
- 2.1.23 Periodic change and closure
- 2.1.24 Create a New Periodic Record
- 2.1.25 Cash Management
- 2.1.26 Cash Management - Lockbox
- 2.1.27 Bounced Payment
- 2.1.28 Unidentified Income
- 2.1.29 Open Lodgements
- 2.1.30 On Account Receipt
- 2.1.31 Year end reconciliation AR-GL-Bank
- 2.1.32 Monthly reconciliation AR-GL-Bank
- 2.1.33 Non invoiced income via bank statement (CM)
- 2.1.34 Daily Bank Statements (CM)

2.2 Debt Management, Recovery & Reporting

- 2.2.1 Standard Commercial Under 5K Debt Process
- 2.2.2 Standard Commercial Over 5K Debt Process
- 2.2.3 Promise to Pay
- 2.2.4 DD Debt Process
- 2.2.5 DD Instalment Debt Process
- 2.2.6 Community Care including Careline Under 5k Debt Process
- 2.2.7 Community Care including Careline Over 5k Debt Process
- 2.2.8 Schools Debt Process
- 2.2.9 Schools DD Debt Process
- 2.2.10 Instalment
- 2.2.11 Appeals
- 2.2.12 Write Off
- 2.2.13 Farms and Statutory Charges
- 2.2.14 Appointeeship
- 2.2.15 Income Recovery
- 2.2.16 Collections Agency
- 2.2.17 Legal Debt
- 2.2.18 Deceased
- 2.2.19 Small Claim Court
- 2.2.20 Dispute
- 2.2.21 Schools Dispute - process to be agreed
- 2.2.22 AR Reconciliation

3. ERP Support and Contact Centre

Service description

3.2 System Administration

Provision for the delivery of a Service Catalogue defined activities for the administration & support of in-scope applications, via ITIL compliant processes.

3.3 User Support / Service Desk

The provision to incorporate a LGSS Service Desk as the single point of contact through which both the Retained Organisation and the LGSS can request in the services provided by the Shared Service Organisation.

- In essence it is the Gateway through which all customer generated requests should be logged, monitored, updated and finally closed.
- The LGSS Service Desk will maintain a Service Catalogue of all incident and service request types that can be requested of the LGSS. The Catalogue will include Data Requirements, Response and Resolution time scales, Escalation procedures and Communication protocols for each item within the Catalogue.

The provision is to incorporate a channel, which will be the first point of contact for services delivered by LGSS. The benefits will include:

- Customers are supported with their contact efficiently and effectively and to an agreed outcome by having best practice customer services models in place.
- Encouraging resolution at first point of contact resulting in a reduction of avoidable contact.

Process List

3.2 System Administration

- 3.2.1 Problem Management
- 3.2.2 Access Management
- 3.2.3 Request Fulfilment
- 3.2.4 Incident Management
- 3.2.5 Event Management
- 3.2.6 Service Asset & Configuration Management
- 3.2.7 Release and Deployment Management
- 3.2.8 Change Management
- 3.2.9 Capacity Management
- 3.2.10 Availability Management
- 3.2.11 Information Security Management
- 3.2.12 IT Service Continuity Management
- 3.2.13 Service Catalogue Management
- 3.2.14 Service Level Management
- 3.2.15 Supplier Management
- 3.2.16 7 Step Improvement Process
- 3.2.17 Demand Management
- 3.2.18 Service Portfolio Management
- 3.2.19 Financial Management

3.3 User Support / Service Desk

- 3.3.1 Incident Overview Process
- 3.3.2 Professional Service Request Overview Process
- 3.3.3 Systems Service Request Overview Process
- 3.3.4 User Access Service Request
- 3.3.5 Incident Investigation
- 3.3.6 Known Problems
- 3.3.7 New Fix
- 3.3.8 Internal Fix
- 3.3.9 External Fix
- 3.3.10 CAB Process
- 3.3.11 UAT
- 3.3.12 Sign Off
- 3.3.13 Information Request

4. HR Organisational Development & Learning

Service Description

4.1 Learning & Development Administration

The provision is to encompass a Learning and Development Administration for the organisations. This would include:

- Administration support and advice regarding processes, covering from an employee/manager's initial enquiry concerning a learning intervention through to completion of the intervention activity.
- The process to evaluate the activity, and production of required management reports linked to the activity and performance of the process.

Learning interventions include (but are not limited to) training courses, e-learning courses, and coaching, mentoring and blended learning processes.

4.2 Individual Performance Management

To design an agreed individual performance management process (appraisal) which will:

- Measure employees' performance against set objectives and their behaviours against a Competency Framework
- Result in an agreed rating and action for development.
- Produce Management Information Reports, ensuring effective Training Needs Analysis.
- Evaluate its effectiveness to ensure continuous improvement.

4.3 Culture & Change

To provide a culture change consultancy which will:

- Consult with services on an approach and strategies for culture change
- Use organisational data such as engagement surveys, customer satisfaction data and performance data to inform a culture change strategy
- Provide Directorates with a number of interventions to enable culture change; employee engagement programmes, Learning & Organisational Development portfolio, use of competency frameworks
- Provide ongoing monitoring and metrics and evaluation of culture change

4.4 Workforce Planning

To provide agreed processes, templates, data requirements and consultancy advice to the three participant Councils and their partner organisations to enable them to:

- Gather, analyse and monitor workforce data
- Predict and forecast future workforce needs
- Develop a Workforce Action Plan to ensure those needs are met in a timely, cost effective and efficient way.

4.5 Succession planning and Talent Management

- To continue the work started within the workforce planning workstream, and to select and develop key individuals into areas of deficit within the organisation; and to develop people with potential to give them the skills and knowledge to develop their career.
- To provide leadership sustainability for the future of the organisation

4.6 Developing a Learning and Development Portfolio

To design and deliver a Learning and Development portfolio based on management information trends, performance management information.

- The Portfolio will be reviewed annually.
- An associated calendar of learning and development opportunities will be updated quarterly

4.7 Project Management

To provide consultancy advice and maintain a contact pool of trained project management expertise for use by the three participant Councils and their partner organisations to enable them to share best practice, effective lessons learned and access project managers with a proven history of success

Process List

4.1 HR Organisational Development & Learning

- 4.1.1 Learning and Development Administration
- 4.1.2 Performance Management
- 4.1.3 Culture and Change
- 4.1.4 Workforce Planning
- 4.1.5 Succession Planning and Talent Management
- 4.1.6 Developing the Learning and Development Portfolio
- 4.1.7 Project Management

5. HR Strategy & Policy, Advisory, Health & Safety

Service Description

5.1 Pay, policy & Employee Relations

The provision of high quality cost effective HR Professional services enabling managers to deliver excellent customer outcomes.

5.2 Health & Safety

The provision is to incorporate a professional health & safety, well-being, guidance and support initiative. This is provided to the organisation and anyone affected by its activities (including schools).

Process List

5.1 Pay, Policy & Employee Relations

- 5.1.1 Policy and Strategic Development
- 5.1.2 Policy / Process Advice
- 5.1.3 HR Job Design
- 5.1.4 HR Job Evaluation
- 5.1.5 Project Work / Consultancy / Change Management / Investigations (Grievance, Disciplinary) (optional)
- 5.1.6 Mediation
- 5.1.7 Appeals Resulting from Dismissals
- 5.1.8 Local Consultation and Negotiation with Unions
- 5.1.9 Manage OH Contract / Counselling & Generic Contracts to be agreed (H&S or HR Advisory)
- 5.1.10 School's SLA
- 5.1.11 Analysis Management
- 5.1.12 Statutory Inspections / Audits

5.2 Health & Safety

- 5.2.1 Policy, Strategy & Arrangements Development
- 5.2.2 Query
- 5.2.3 Accident / Incident Reporting System
- 5.2.4 Development of H and S Training Needs
- 5.2.5 Audit and Inspection
- 5.2.6 Management Information Reporting
- 5.2.7 Monitoring and Managing the OH Contract

6. Internal Audit, Risk & Insurance

Service Description

6.1 Risk Management

Provision of support and quality, systematic, facilitation to retained organisations in respect of the management of strategic risks affecting the delivery of their objectives. This would cover:

- Policy advice and guidance.
- Facilitation of risk processes.
- Risk management training.
- Reporting and assurance.

6.2 Audit

The provision to deliver a risk based audit plan in accordance with the CIPFA Code of Practice (for Internal Audit in Local Government) in a professional, independent manner, to:

- Provide the organisations with an objective opinion on the level of assurance on the adequacy of the internal control environment.
- Work with managers to improve the internal control environment.

In order to provide optimum benefit to the organisations, the function should work in partnership with management to improve the control environment and assist the organisations in achieving their objectives.

6.3 Insurance

The provision of a high quality local authority insurance programme including:

- Advice and guidance
- Understanding of and evaluation of insurable risk
- Procurement
- Claims management.

Process List

6.1 Risk Management

- 6.1.1 Risk Management Facilitation
- 6.1.2 Risk Management Identification
- 6.1.3 Risk Management Analysis
- 6.1.4 Risk Management Challenge
- 6.1.5 Risk Management Reporting

6.2 Audit

- 6.2.1 Audit Planning Process
- 6.2.2 Consultation/approval by sponsors and Audit Committee
- 6.2.3 Reporting and Monitoring
- 6.2.4 Monitoring and Flex Audit Plan
- 6.2.5 Resourcing and supplying advice
- 6.2.6 Investigations Identified
- 6.2.7 Job allocation and monitoring
- 6.2.8 Terms of Reference, Investigation and Fieldwork
- 6.2.9 Reporting, Reports disseminated and Follow up and feedback

6.3 Insurance

- 6.3.1 Casualty Claims Process
- 6.3.2 Motor & ULR process (non fatal/serious injury RTC)
- 6.3.3 Motor & ULR process (fatal/serious injury RTC)
- 6.3.4 Motor & ULR process (fatal/serious injury RTC) Fault
- 6.3.5 Motor & ULR process (non fatal/serious injury RTC) Fault
- 6.3.6 Procurement of Insurance for LGSS
- 6.3.6a Procurement of Broker
- 6.3.6b Completion of Fact Find
- 6.3.6c Completion of Draft Specification

7. Pensions - Administering Authority and Investment and Accounting

Service Description

7.1 Pensions - Administering Authority

The provision of a pension service that ensures the retained organisations/clients can fulfil their statutory obligations. This would include:

- Timely and accurate collation of pension data.
- Collection of contributions.
- Administering of the local government pensions schemes including fire, police and other.
- Administering on behalf Admitted bodies – schedules bodies e.g. Parish councils etc, and others
- Designated and Admission agreement as determined by the s151 Officer or within the county boundaries

7.3 Pensions Investment and Accounting

- To fulfil the administering authority's statutory responsibility for good governance/best practice governance of the pension fund
- Good practice in pension scheme governance including:
 - effective decision making
 - knowledge and skills framework
- Demonstrate good governance by reporting
- Support to the pensions advisory committee
- Make arrangements for the investment of the pension fund assets
- Monitoring performance of investments
- Enable decision makers to maximise income to ensure that the pension fund will continue to pay out/fund pensions in the future
- Monitoring the pension fund cash flow, and ensuring cash surpluses are invested in accordance with the approved investment strategy
- Production of the Statement of Accounts and Annual Report.

Process List

7.1 Pensions - Administering Authority

- 7.1.1 New Starters (Non Interface)
- 7.1.2 New Starters (Interface)
- 7.1.4 Opt Out – Form Received From Employee
- 7.1.5 Opt Out – Form Received From Employer
- 7.1.6 Transfer In Quote
- 7.1.9 Added Contracts on Inter-Fund Adjustments
- 7.1.10a Deferred Pick-up – decide if is one
- 7.1.10b Deferred Pickup – do amalgamation
- 7.1.11 Variations
- 7.1.12 General Queries
- 7.1.13 Nomination of Co-habiting Partner and Expression of Wis
- 7.1.14 AVC/ARC Contracts
- 7.1.15 ARC Contract Set-up
- 7.1.16a Reinstatements (SIB Cases) - Quote
- 7.1.16b Reinstatements (SIB Cases) - Actual
- 7.1.17 Part Time Cases - Active

- 7.1.18 Part-Time Cases - Deferred
- 7.1.19 Part-Time Cases – Pensioners
- 7.1.20 Retirement Estimates
- 7.1.21 Divorce Quotes
- 7.1.23 Provisional Pension Share Order
- 7.1.24 Implementing Pension Share Order
- 7.1.25 Leavers Process
- 7.1.26 Refunds
- 7.1.28 Deferred Benefits
- 7.1.29a Concurrent Transfer – decide if is one
- 7.1.29b Concurrent Transfer – do amalgamation
- 7.1.30a Retirement from Active – Pension Payable Start
- 7.1.30b Retirement from Active - Providing Options & Getting Member Decision
- 7.1.30c Retirement from Active – Are we ready to pay?
- 7.1.30d Retirement from Active – Making Payment
- 7.1.30e Retirement from Active – Finishing Off
- 7.1.30f Retirement From Active - Can't Pay Finishing Off
- 7.1.31a Pension Recalculation
- 7.1.32 Trace for deferred pensioners
- 7.1.33a Deferred into Payment - Options
- 7.1.33b Deferred into Payment Reminders
- 7.1.34a DB TV Out Enquiry (includes Scotland and NI LGPS)
- 7.1.34b DB TV Out Estimate (includes Scotland and NI LGPS)
- 7.1.35 DB TV Out Actual (includes Scotland and NI LGPS)
- 7.1.36a Bulk Transfers In
- 7.1.36b Bulk Transfers Out
- 7.1.37 Refund IFA Out
- 7.1.38 CEP Reclaim
- 7.1.39 DB IFA Out - Estimate
- 7.1.40 DB IFA Out - Actual
- 7.1.41 Pensioner Address or Bank change
- 7.1.42a Re-employment Earnings – Initial Test
- 7.1.42b Re-employment Earnings Test – Recovery of Overpayment
- 7.1.43 Monthly Amendments
- 7.1.45 Missing Pensioner/BACs Return
- 7.1.46 Death Data Gathering
- 7.1.47a Death Cease Pension – Pension Suspension
- 7.1.47b Death Cease Pension – Complete Pension
- 7.1.47c Death Cease Pension – Death Grant
- 7.1.47d Death Cease Pension – Pension Owing
- 7.1.48a Dependent Pension – Pension Payable Start
- 7.1.48b Dependent Pension – Are we Ready to Pay
- 7.1.48c Dependent Pension – Making Payment
- 7.1.48d Dependent Pension – Final Reminders
- 7.1.49 Dependants – Review of Child's Pension
- 7.1.50a End of Year Process – Uploading Contributions
- 7.1.50b End of Year – Data Cleansing
- 7.1.50c End of Year – Annual Benefits Statements
- 7.1.52a Valuation – Initial data
- 7.1.52b Valuation – Actuaries Queries
- 7.1.53 Pensions Increase – Pensions System, including Payroll
- 7.1.55 Pensions Increase – Further PI on Lump Sums
- 7.1.56 Deferred Annual Benefit Statement
- 7.1.57 COEG – AUT
- 7.1.58 Complaints
- 7.1.59 IDRP – Stage 1 & 2
- 7.1.60 Ombudsman
- 7.1.61a Determination of Type of Potential New Employer
- 7.1.61b Admission Agreement Implementation Process
- 7.1.62 Designated and Scheduled Body Implementation

- 7.1.63 Set Up New Employer
- 7.1.64a Monthly Contributions – Initial Stage
- 7.1.64b Monthly Contributions – Checking Process
- 7.1.64c Monthly Contributions – No Payment Received
- 7.1.65 Employer Liaison
- 7.1.66 Ad Hoc Requests for Data
- 7.1.67 Scheme Member Communication
- 7.1.69 Consultations
- (7.1.70 Servicing Pension Committee)
- 7.1.71a Tax Returns (Annual)
- 7.1.71b Tax Returns (Quarterly)
- 7.1.72 Cessation Valuation/Bond Review

7.3 Pensions Investment and Accounting

- 7.3.1 Annual Reps
- 7.3.2 Appointment of Investment Managers: Custodians and others
- 7.3.3 Monitoring of Investment Managers
- 7.3.4 FRS17 (Providing employer support – administering authority and other bodies)
- 7.3.5 Recharging non-pension fund costs
- 7.3.6 Actuarial Valuations (Including FSS)

8. HR Recruitment & Employment, Payroll & Expenses and Teachers Pensions - Employing Authority

Service Description

8.1 Recruitment

Provision of a responsive, professional, accessible and customer focussed e-enabled recruitment and selection support and advice service that assists recruiting managers to recruit the right people, with the right skills, at the right time.

There are 12 key stages to the recruitment process starting with the recruitment initiation stage through to the successful candidate starting on their first day that are eligible to work and have had the relevant satisfactory pre-employment checks in place.

The e-enabled process includes:

- use of web-based advertising supplemented by other media by exception;
- promotion of the use of on-line applications wherever possible
- on-line access for managers to view applicant details as part of the selection process (where possible)
- use of email triggers and notifications
- exploiting the use of email rather than traditional post method

8.2 Employment

Provision of a responsive, professional, accessible and customer focussed e-enabled employment support and advice service enabling changes to be made to customer employee and organisation records.

This includes:

- Providing an efficient and effective solution for changes to employment for employees and organisations
- Standardising, simplifying and centralising processes and activities where possible.

8.3 Payroll and Expenses

The provision of a total Payroll service that includes:

- Timely and accurate payment of pensions, salaries, expenses and allowances
- The management of pay deductions and the dealing with relevant statutory bodies.

7.2 Pensions including Fire, Teachers and LGE Employing Authority

Provision to ensure that the retained organisations/clients can fulfil their statutory obligations by:

- Timely and accurate collation of pension data
- Collection of contributions

Process List

8.1 Recruitment

- 8.1.1 Recruitment Initiation
- 8.1.2 Establishment Control
- 8.1.3 Prior Consideration
- 8.1.4 Advertising
- 8.1.5 Receiving Applications
- 8.1.6 Short Listing
- 8.1.7 Interview Acceptance
- 8.1.8 Pre-Interview Testing
- 8.1.9 Interview and Selection
- 8.1.10 Preferred candidate – Conditional Offer
- 8.1.11 Pre-employment Checks
 - 8.1.11.1 CRB
 - 8.1.11.2 Withdrawal of Offer (Following pre-employment checks)
- 8.1.12 Contract of Employment and new starter
 - 8.1.12.1 Non Starter

8.2 Employment

- 8.2.1 Employment changes: variation to contracts
- 8.2.2 Employment Changes Restructure
- 8.2.3 Absence and Leave request process (e.g. sabbatical)
- 8.2.4 Leavers Process
- 8.2.5 Conflict of Interest/Declaration form/s
- 8.2.6 Probation
- 8.2.8 Reference Request
- 8.2.9 Archive Process
- 8.2.10 Senior Manager Medicals

8.3 Payroll & Expenses and Teachers Pensions – Employing Authority

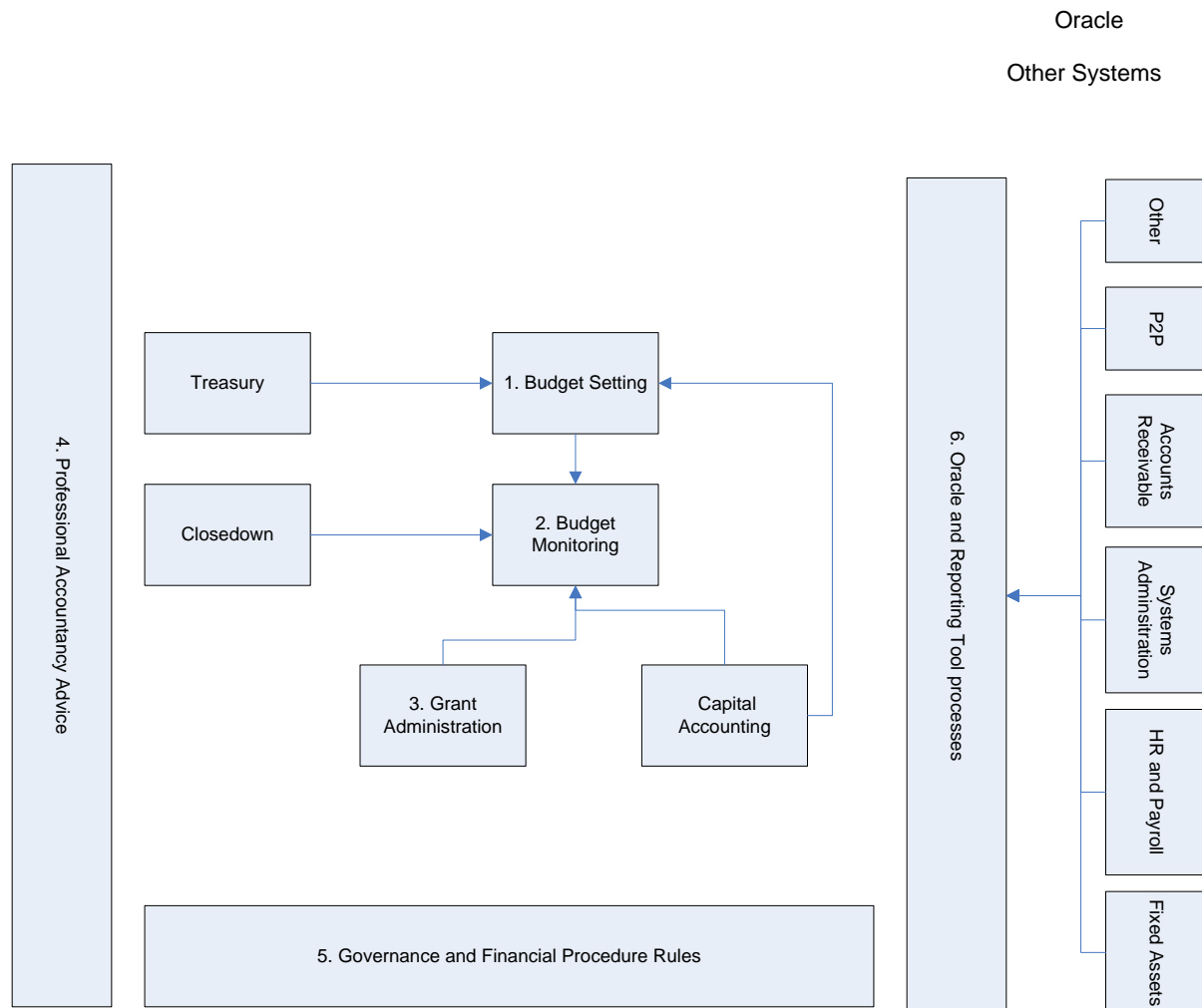
- 8.3.1 New Starter
- 8.3.2 Contractual Changes
- 8.3.3 Mileage and Expenses
- 8.3.4 Timesheets/Overtime Claims
- 8.3.5 Unpaid absence (UPA)
- 8.3.6 Overpayments
- 8.3.7 Underpayments
- 8.3.8 Retro-Pay
- 8.3.9 Pay Award
- 8.3.10 Car Loan/Car Lease
- 8.3.11 Maternity/Adoption
- 8.3.12 Maternity/Adoption - return to work
- 8.3.13 Paternity
- 8.3.14 Sickness
- 8.3.15 Bank/building society changes
- 8.3.16 P45/P46/P6
- 8.3.17 Third Party Deduction and Payments
- 8.3.18 Termination
- 8.3.19 Start of Year (SOY)
- 8.3.20 Payroll Processing
- 8.3.21 Reports
- 8.3.22 Monthly payroll reconciliation
- 8.3.23 End of Year
- 8.3.24 P11D/P9D
- 8.3.25 Payroll Queries
- 8.3.26 Employer Liaison
- 8.3.27 Requesting Information

- 8.3.28 Request for Information from Third Party
- 8.3.29 TPS Part-time Cases
- 8.3.30 TPS Leavers
- 8.3.31 LGPS IDRPs Pensions Ombudsman
- 8.3.32 LGPS Unpaid Leave & Unpaid Maternity Leave, Strike Break
- 8.3.33 LGPS Monthly Reports
- 8.3.34 LGPS Production of Leaving Certificate
- 8.3.35 LGPS Redundancy Leavers Process
- 8.3.36 LGPS Ill Health Retirement on the Grounds of Ill Health
- 8.3.37 LGPS SIB and Part-time cases
- 8.3.38 LGPS DB into Payment Early
- 8.3.39 LGPS Transfers In

9. GL and Accounts and 11.4 Fixed Asset Accounting

Service Description

The diagram below describes a high level of the context of the above service:



9.1 Budget Setting & Monitoring

- Assists and advises management on the preparation of budgets and medium term financial plans.
- Maintains the LGSS General Ledger and financial reporting tools in support of budget monitoring.
- Assists and advises management on the delivery of budgets and medium term financial plans.

9.2 Closedown and Reporting

The provision to incorporate a service that includes:

- Planning and preparation of financial accounting year-end closedown process from planning and initiation through to sign off by Auditors and publication of statutory financial accounts.
- Meeting or improving upon an agreed timetable for Accounts Production.
- Delivering unqualified accounts with a clean audit opinion.

9.3 Treasury and VAT

The provision to incorporate a service that includes:

- Managing cash flows, banking, money market and capital market transactions within the legislative framework. Including effective control of risks associated with these activities and pursuit of optimum performance consistent with those risks.
- Provision for VAT advice and training.
- Provision of financial and VAT data, including school returns, to enable the completion of monthly VAT return.
- Monthly and financial year end reconciliation of the VAT account and, if required, preparation and submission of a voluntary declaration. Preparation and monitoring of annual partial exemption calculations.
- Preparations of any ad-hoc VAT claim reports and liaison with the VAT Inspector.

9.4 Capital

Awaiting

11.4 Fixed Asset Accounting

The provision of a Fixed Asset accounting service that:

- Identifies, records, monitors and reports on assets held by the authority.
- Records the value of assets in accordance with current accounting practice (currently CIPFA's SORP 2009).

The operational control and valuation of the assets is managed by the appropriate service; this includes purchase, maintenance, use and sale across all asset classes.

Process List

9.1 Budget Setting & Monitoring

- 9.1.1a Budget Setting - Set Context
- 9.1.1b Budget Setting - Develop Initial Proposal
- 9.1.1c Budget Setting - Development of Detailed Proposals and agreement on issues to present for cabinet challenge
- 9.1.1d Budget Setting - Approve and publish
- 9.1.2a Budget Monitoring - In Period Process
- 9.1.2b Budget Monitoring - Month End Process
- 9.1.3a Grants Administration - Research and Record Grant
- 9.1.3b Grants Administration - Submit Claim
- 9.1.3c Grants Administration - Support Grant Audit
- 9.1.4 Professional Accountancy Advice
- 9.1.5 Governance and Financial Procedure Rules
- 9.1.6a Oracle and Reporting Tool processes - Process LGSS Helpdesk Actions
- 9.1.6b Oracle and Reporting Tool processes - Create a Journal
- 9.1.6c Oracle and Reporting Tool processes - Reverse a Journal
- 9.1.6d Oracle and Reporting Tool processes - Set up new segment values/ amend hierarchies
- 9.1.6e Oracle and Reporting Tool processes - New Budget Virement/ Profiling
- 9.1.6f Oracle and Reporting Tool processes - Set up code combinations
- 9.1.6g Oracle and Reporting Tool processes - Month End
- 9.1.6h Oracle and Reporting Tool processes - Create New Report
- 9.1.6i Oracle and Reporting Tool processes - Set up or amend security rules

9.2 Closedown & Reporting

- 9.2.1 Preparation
- 9.2.2 P12 Close to final draft accounts
- 9.2.3 Trial Balance to completion
- 9.2.4 Closedown Adjustments

9.3 Treasury & Tax

- 9.3.1 Treasury Management - Bank Balances
- 9.3.2 Treasury Management – Strategy & Decision
- 9.3.3 Treasury Management - Bank Reconciliation
- 9.3.4 Treasury Management - Bank Dealing
- 9.3.5 Treasury Management - Information Requests
- 9.3.6 Tax - VAT Monthly Submissions
- 9.3.7 Tax - VAT Partial Exemption Calculations
- 9.3.8 Tax - VAT Inspections
- 9.3.9 Tax - VAT Advisors & QA

9.4 Capital

- 9.4.1 MTCP
- 9.4.2 Supplier Health Check (tender) - Financial
- 9.4.3 Capital Monitoring – Monthly and Year End

11.4 Fixed Asset Accounting

- 11.4.1 Acquisitions and Capital Enhancements
- 11.4.2 Revaluations
- 11.4.3 Disposals

10. Revenue & Benefits & Financial Assessments

Service Description

10.3 Financial Assessment

Provision of a financial assessments service for the organisations involved. This would cover:

- Assessment of service users to determine the level of their contribution towards their social care package(s) in line with DoH guidance and legislation.
- Financial assessments relating to payments to carers for children (subject to a court order).
- Provision of welfare benefits support and advice to service users.

10.4 Deputyships, Appointeeships & Criminal Injuries Board

Provision of financial administration for clients, both residential based and community based, (over 18 years of age) who are under Court of Protection Deputyship or Department for Work & Pensions Appointeeship, for the management of the client's finances while they are incapable of doing this for themselves. This would include:

- The complete process of setting up new clients, maintaining existing clients and relinquishing clients at the end of their support including death.
- Handling of awards to clients made under the Criminal Injuries Compensation Board (for less than 18 years of age).

Process List

10.3 Financial Assessments

- 10.3.1 New Financial Assessment
- 10.3.2 New Financial Assessment - visiting
- 10.3.3 Follow Up Process
- 10.3.4 Welfare Benefits
- 10.3.5 Change of Circumstances
- 10.3.6 Re-assessment/ Review
- 10.3.7 Appeals and Waivers

10.4 Deputyship, Appointees and Criminal Injuries Compensation Awards

- 10.4.1 New Deputyships
- 10.4.2 Deputyship - Benefits / Income
- 10.4.3 Residential Deputyship Bank Accounts
- 10.4.4 Deputyship - Residential Fees
- 10.4.5 Deputyship Bank Accounts - Regular Expenses
- 10.4.6 Deputyship - Debt
- 10.4.7 Deputyship - Sale of Property
- 10.4.8 Relinquishing Deputyship - Transfer
- 10.4.9 Relinquishing Deputyship - Capacity Regained
- 10.4.10 Deputyship - Death of a Client
- 10.4.11 New Appointeeships
- 10.4.12 Appointeeship Benefits - Ongoing Maintenance
- 10.4.13 Appointeeship - Death
- 10.4.14 Appointeeship - Money paid on behalf of client
- 10.4.15 Appointeeship - April Increases
- 10.4.16 Appointeeship - Extra Benefits
- 10.4.17 Appointeeship - Personal Allowance
- 10.4.18 Appointeeship - Relinquishment
- 10.4.19 Appointeeship - Transfer
- 10.4.20 Criminal Injuries - New Award
- 10.4.21 Criminal Injuries - Ongoing
- 10.4.22 Criminal Injuries - Release of Funds

12. Legal

Service Description

12.1 Commercial & Contracts

Awaiting

12.2 Litigation and Employment

Provision of advice and representation on all litigation matters.

12.3 Constitution & Advice

Awaiting

Process List

12.1 Commercial & Contracts

- 12.1.1 Accommodation charges part 3
- 12.1.2 Application to register land as a village green
- 12.1.3 Acquisition of Freehold
- 12.1.4 Deed of grant of easement
- 12.1.5 Deed of Release
- 12.1.6 Disposal of Freehold
- 12.1.7 Enforcement notice
- 12.1.8 RTB Freehold
- 12.1.9 S.38 Adoption Agreement
- 12.1.10 Stopping up order s116

12.2 Litigation & Employment

- 12.2.1 Prosecutions
 - Trading Standards
 - Non School attendance
 - Housing Benefit
 - Health & Safety
 - Environment e.g. Dogs, Litter, Noise, Houses in Multiple Occupation
 - Planning enforcement
 - Youth Offending
 - Fire Service
 - Highways (obstructions)
 - Building Control
 - Local Government e.g. request for information (s16s)
 - Housing e.g. illegal evictions
 - Licensing Prosecutions & appeals
- 12.2.2 Employment
 - Compromise agreements
 - Equal pay
 - Tribunal
- 12.2.3 Civil - High Court
 - Judicial Reviews
 - Adult Care (including advice work)
 - Homelessness
- 12.2.4 Court of Protection
 - s21 Care & attention cases
 - supported care
 - relative abuse

- cross LA border working
- deprivation of liberty
- 12.2.5 Civil - County Court
 - Housing repossessions
 - Housing disrepair
 - ASBO/ABSI
 - Injunctions
 - s38 & s278
 - housing
 - Breach of Contract
- 12.2.6 Insolvency (growing area especially contractors)
- 12.2.7 Debt (both H Ct & Cty Ct)
- 12.2.8 Education
 - SEN
 - schools - advice
- 12.2.9 Tribunals
 - Leasehold
 - Traffic Commissioner
 - Lands Tribunal

12.3 Constitution & Advice

Awaiting

4. Customer Service Standards

LGSS will operate to the following customer service standards:

4.1 Keeping You Informed

We will clearly and accurately inform you about:

- our services and how to use them
- how we are performing and what standards of service to expect
- we will make budget information on our services easily available via Service Plans

4.2 When you phone us

We are available to answer calls between 8.00 a.m. to 6.00 p.m. from Monday to Friday (excluding Bank and Public Holidays), and we will aim to:

- >80% of inbound telephone calls answered by service centre agents within 20 seconds
- answer the phone, clearly stating our name and where we work
- >60%? of calls resolved at first point of contact
- >80%? of second/third line referrals resolved within the target time or customer agreed timescales
- if we have not been able to answer your call, you can leave a message and we will call you back within one working day

4.3 When you email us

We will send you an acknowledgement (>90%) within 2 working days. If we send you an acknowledgement we will let you know when you can expect a response (100%).

4.4 When you write to us

We will send either an acknowledgement or a response (>90% of letters acknowledged within 3 days), and:

- if we send you an acknowledgement we will let you know when you can expect a response (100%)
- where a full response cannot be given we will contact you every 10 working days
- ensure that our letters, emails and publications are easy to understand.

4.5 When you meet us

We will be courteous, respectful and understanding, and:

- we are working to make sure all our buildings are as easily accessible as possible.
- welcome you within 2 minutes of your arrival when you visit us (>90%)
- make sure our name badges are clearly visible and show you proof of our identity where appropriate

- arrive on time (>95%) for appointments, or let you know (100%) if we are delayed.

4.6 Listening to our customers

We will take your views and suggestions into account, and: monitor your complaints, compliments and comments to ensure that we learn from what you tell us.

4.7 Your responsibility as a customer

We ask that you treat us with courtesy and respect while we deal with your enquiry.

4.8 Customer Feedback

An annual survey, sent to customer groups, will be the means by which LGSS will collect objective feedback from its customers about the quality of the services provided by LGSS.

Analysis of the data collected will help us to challenge poor performance, resolve continuing difficulties, encourage quality improvements and develop new services on behalf of our customers.

Besides the annual survey, we welcome your views, either positive or negative on all aspects of the services provided. You can give your feedback via the on-line customer feedback form.

4.9 Customer Complaints

We want all customers to be satisfied with the quality of services they receive. Most queries or concerns can usually be resolved satisfactorily in the normal exchanges between the customer and their service provider, LGSS.

In the event that contact with LGSS fails to result in a solution, the complaint should then be logged through the LGSS Customer Feedback Procedure.