

# Appendix E - Specification

## London Borough of Lambeth – Specification

This document sets out the Council's requirements, quality standards and key performance indicators with respect to the proposed contract. Please ensure that you read this carefully and ensure these requirements are incorporated into your pricing submission and the quality of services provided.

The London Borough of Lambeth uses an 'off the shelf' performance management system with which to capture and report corporate performance data and activities associated with the delivery of business plans.

The current system used has been in place since 2018 and has approximately 150 users. Data is captured in the system for roughly 500 performance indicators which are reported at various levels, ranging from local service indicators up to borough plan measures reported at Council Cabinet meetings.

The system is cloud based and can be accessed anytime through single sign on. Reporting is carried out monthly and quarterly through real-time online dashboards and via an online Power BI portal visualisation.

In 2020, activities contained in directorate business plans were entered onto the system for the first time using an 'actions' module. The seven directorate business plans detail how each will deliver the Lambeth Borough Plan objectives and goals. Progress against the activities set is recorded and reported through the system every quarterly.

Our overarching vision is to drive the Council forward to meet its ambitions and deliver positive outcomes for the residents of Lambeth through effective performance and business planning management. To do this we will need to utilise technology, incorporating it seamlessly into the corporate business planning and performance management arrangements across all levels of the organisation, embedding it within the culture.

### Scope of Services:

- Deliver transparency, providing rigour and oversight of the corporate portfolio of indicators and business plan actions.
- Deliver and promote robust corporate performance management and reporting that shows performance against declared borough outcomes
- Provide insight and intelligence drawn from across the organisation and partners to inform the delivery of borough outcomes.
- Through robust and reflective business planning ensure that continuous improvement activities are well directed and prioritised in line with organisational goals.

## 1. Corporate Requirements

We are looking to purchase a hosted system that can provide both business planning and performance management functionality. The main requirements are listed below.

### Overall / corporate requirements

The system should:

# Appendix E - Specification

- Conform to GDPR and Lambeth approved operational security and data protection standards
- The data centre(s) where LBL data is to be held must be based in the EEA/EU (UK Preferred).
- Websites and portals (internal and public facing) must conform to WCAG 2.1 accessibility standards at minimum AA level.
- Have controlled access to all content (e.g. system administrator, edit, read-only rights, etc)
- Have a full and detailed audit trail functionality available to the system administrators
- Make use of cloud technology so performance information can be entered and accessed anytime, anywhere on any device (e.g. PC/laptop/tablet etc) using single sign on technology
- Provide the public with more intuitive ways to view online data and information relating to the Council's performance
- Allow for real-time data with drill-down capability
- Allow for API functionality so systems across the organisation can talk to one another, allowing for seamless reporting of data
- Allow for the full import of data, reducing the need to manually enter information
- Allow full data migration of all historical information from existing system
- Ensure that all data entered on to the system is owned by the council and should we decide to stop using the system we will be able to migrate our data to any future system or retain/destroy as appropriate
- Allow for local adaptations of the system, to make it bespoke to the organisation, these adaptations should be included in the price
- Provide both an internal and external online reporting portal in line with the Councils existing design and IT set up
- Have a notification system that is fully customisable by Lambeth's Corporate Performance team, and able to generate reminders to users to update their relevant sections, this should allow for multiple reporting periods

In addition to these general / corporate requirements the supplier should meet these specific requirements.

## 2. Business Planning requirements

It is critical for the organisation to have a system that enables the smooth running and delivery of corporate business planning, as such the system should:

- Bring together business planning from across the organisation and from various levels, i.e. Directorate, Divisional, Team, which can all be linked as appropriate
- Link business plans to strategic and corporate plans
- Keep organisational information in a single place, one version of the truth to enable greater accessibility and utility amongst all levels of staff
- Provide greater levels of transparency in progress is reported and managed
- Accept a designed template and workflow allowing for the production of business plans within the system
- Map interdependencies across directorates and service levels
- Link related tasks, actions, objectives so that updating one affects completion rate of others

# Appendix E - Specification

- Allow for progress against delivery to be recorded and reported monthly, quarterly and annually, with rag status, progress update and supporting commentary
- Have expandable/flexible timelines so that plans can be run over a number of years and be updated in a rolling fashion

## 3. Performance Management requirements

It is imperative that the system should be able to manage the Council's corporate performance management framework. As such the system should:

- Bring together performance reporting across the organisation and from various levels.
- Allow for identification of different indicator types and levels of indicators i.e. Borough Level, Key Service Performance Indicators, Services Indicators and Team indicators
- Keep organisational performance information in a single place, one version of the truth and enable greater accessibility and utility among staff and partners
- Enable a wide range of reporting periods to be viewed, including but not limited to monthly, quarterly, annually, bi-annually
- Be able to calculate the performance outturn based on numerators and denominators.
- Be able to create an indicator using other indicators within the formula e.g. having sub indicators that provide a total sum for an overarching indicator
- Definable target tolerance settings so these can vary dependent on the indicator
- Auto calculate the rag status of the indicator based on the target and the tolerance settings
- Allow for both reporting against the period as well as the year to date
- Allow for reporting against multiple date ranges within the same report e.g. both monthly and quarterly data
- Have functionality where the quarterly performance figure can be summed from the monthly data
- Capture full benchmarking data for statistical neighbours. Statistical neighbours can change depending on the service area, so this adaptability will also need to be reflected.
- Have fully customisable online portal or dashboard views which allows for the ability to create alternative metrics e.g. percentage of indicators at red RAG / list indicators that have crossed escalation thresholds / average difference in performance from target / etc.

## 4. Reporting requirements

Reporting and transparency of data is important to the council, and as such any system would need to have a fully comprehensive reporting function. The system should:

- Provide both standard report templates and fully customisable options to allow for easy and bespoke reports
- Be able to provide an option to download data for end users in a variety of different formats, including excel or word document, at a click of a button
- Enable PowerBI and other Microsoft integrations
- Have a built-in visual reporting tool that can be exported for webpages or publication

# Appendix E - Specification

- Be able to run a full report on performance and all related information at selected dates
- Have functionality that promotes self-service for end users
- Be able to 'slice and dice' the data irrespective of hierarchy set, i.e. seeing performance from a directorate, division or Cabinet Portfolio perspective as well as from an overall borough perspective

## 5. Support and Maintenance requirements

The support and maintenance element of the system should:

- Be fully hosted and supported by the supplier
- Be available on multiple platforms and devices
- Excluding agreed downtime, the availability for system core services should be reporting at 99%
- Have a support desk that is accessible via the phone, email, and online portal
- Have support calls acknowledged upon receipt. All urgent requests to be resolved within 1 working day any non-urgent requests to be resolved within 5 working days
- Have regular communications about system developments, with relevant supporting documentation
- Have the ability to recommend and vote on system improvements
- Have regular meetings with the provider's account manager
- Hold regular network meetings with local customers to discuss and share best practice

## 6. Implementation

Implementation requirements:

- The supplier should work with Lambeth to implement the system.
- There should be a named contact from the supplier who will handle the implementation.
- Any, and all existing data should be migrated over to the new system by the supplier.
- Training and supporting materials should be provided by the supplier to the Council's Corporate Performance Team (6 team members) which the Council will designate as system administrators.

## 7. Insurance Requirements

The supplier is required to have employer's liability insurance. The council's minimum requirement is for contractors to hold employer' liability insurance with a minimum limit of indemnity of £10million.

The supplier is required to have public liability insurance. The council's minimum requirement is for contractors to hold public liability insurance with a minimum limit of indemnity of £5million.

The supplier is required to have professional indemnity insurance. The council's minimum requirement is for suppliers to hold professional indemnity insurance with a minimum limit of indemnity of £1million.

# Appendix E - Specification

## 8. Quality Standards

The supplier should deliver its products in accordance with the requirements set out in this document. Particular attention will be paid to the following quality standards:

- Reliability and availability
- Resilience – all data can be retrieved in the event of storage failure
- Useability – learnability and ease of navigation for the end user
- Look & feel – an attractive and intuitive user interface, which is accessible to all users
- Customer service and responsiveness

## 9. Experience

It is expected that the successful supplier will have a track record in providing a system which integrates corporate performance reporting with that of business planning and activity reporting.

It is expected that the successful supplier will have experience of supplying their system in a public sector environment, specifically within a corporate performance and business planning context.

## 10. Key Performance Indicators

The supplier will be expected to report quarterly on the following performance indicators

- Quarterly average response time to all support calls
- Quarterly average response time to urgent support calls
- Quarterly average response time to non-urgent support calls
- Quarterly average availability of system core services (excluding agreed downtime)

## 11. Frequency of Contract Meetings

The supplier should attend quarterly contract meetings with the Council.

## 12. Contract Management Arrangements

It is expected that the successful supplier will appoint a named contract manager who will meet with the Council's Business Planning and Reporting Lead on a quarterly basis to review contract performance, address any outstanding issues and provide an update on the system and any new functionality.