Quarterly Performance Report – ICT & Customer Services

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Report Date 11th May 2012

Report Period Quarter 4: 1st January 2012 to 31st March 2012

Introduction

The report is produced on a quarterly basis and provided to Executive members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams in ICT and Customer Services, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

RAG Status

RED equates to a position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.	R
AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.	A
GREEN equates to a position of positive trend on performance, meeting target and achieving action milestones.	G

1. Foreword

ICT

The fourth quarter saw considerable progress being made in implementing the 2011/12 ICT Service Plan.

- The new Wireless Network facilities are now available
- Having been selected to host the ICT systems for the North Wales School Improvement Service considerable progress has been made in designing and implementing the infrastructure to deliver the solution
- Mobile working solutions implemented in Planning and Building Control
- ICT Service Review commenced and external assessment of current service undertaken.
- WAO Study on the use of Information technology within the Council has been undertaken and draft report published.

Under the Council's business planning arrangements the ICT Strategy is a fundamental element of the Governance Framework and supports the priorities of the Council and directorate service plans.

The strategy is built around the 5 C's - Change, Customer, Capacity, Collaboration, Consolidation

During 2011/12 there has been significant progress against the priorities of the ICT Strategy, particularly around the implementation of a replacement Telephony (IPT) solution, Electronic Document Management (EDM) and the development of a Customer Relationship Management System (CRM). We have also rolled out Wireless access to key locations in the council and achieved Gold Status for the Local Land and Property Gazetteer (LLPG), one of only a few Councils in Wales to achieve that level.

The main focus of our work during the year whilst in line with the ICT Strategy has been very much about supporting the Flintshire Futures programme particularly the corporate change work streams; Assets, Customer, Finance, Procurement and Workforce.

The Purchase 2 Pay system has been implemented in Corporate Services and a plan is now in place to extend this to all services, which will simplify, standardise and automate procurement across the Council. There has been a huge amount of work done in relation to mobile computing and remote access supporting the Assets workstream and in particular agile working. We have been working with HR colleagues to support employee and manager self service. We have significantly reduced the number of printers and volumes of printing within the authority with the introduction of new agile printing technologies. The CRM and IPT solutions underpin the Customer workstream and have played a major role in the successful introduction of the new Streetscene service.

A considerable amount of collaborative ICT work has been undertaken with other North Wales Councils with a number of key projects being led by Flintshire. Several of these projects are now being considered as potential national initiatives.

During 2012/13 there will be full a review of the ICT Strategy, alongside the ICT Service Review which has recently commenced.

Customer Services

Progress continues to be made in the implementation of the Customer Services Strategy:-

- The Tell Us Once Service was launched in November. The take up of this service has been very positive reaching as high as 100% for one week in February.
- The new telephone contact centre for the Street Scene Service has now been implemented with the relocation of staff to the Customer Services division in County Hall and staff training undertaken. Customer Services and Streetscene are continuing to work closely to ensure all processes are reviewed and applied consistently for the benefit of the customer.
- Continued improvements are being made to the Council's website and priority services for channel shift have now been identified.
- Work is underway in partnership with two North Wales authorities to procure a replacement web content management system to support the development of the website.
- The Customer Relationship Management System which is being developed in house has 'gone live' for reporting pot holes and street lighting via the contact centre. This phased approach will help test the robustness of the system and help to develop staff familiarisation.
- Executive approved the first Flintshire Connects facility in Holywell which will provide improved face to face access for customers. This includes partnership working with North Wales Police and Deeside College to provide a joined up community service for the benefit of all customers.

Design and Print

In October Executive approved a major restructure of the Design and Print service to focus on the provision of a high quality internal service for the Council and to cease provision of external services on a trading basis. A transition plan has been developed which is currently being implemented with the aim for the new arrangements to be fully implemented by April 2012.

Procurement

The service review is currently on hold pending the completion of the business case for a regional procurement service, with the business case due in July, 2012. In the mean time shared management arrangements remain in place with Denbighshire and are working well Progress has been made in the implementation of the P2P solution in corporate services with the pilot now live, full rollout within corporate services will be complete by April, 2012 when rollout across the rest of the council will commence.

Report highlights in terms of performance for this quarter are as follows:-

	There exists as to be a decline in the country of belonded as large
ICT Helpdesk Performance	There continues to be a decline in the number of helpdesk calls completed within target time. Whilst disappointing this can be directly attributed to vacancies in the division which are currently not being filled pending the ICT Service Review. However, temporary resources have been secured and we expect the situation to improve steadily over the next quarter. The downturn in the calls completed at first point of contact is due to an agency member of staff failing to log the actual calls being resolved and as such the outturn would be significantly higher. Measures are in place to prevent this happening in the future. We have seen a slight reduction in helpdesk calls year on year approximately 8%, this will remain as a priority for the division in 2012/12.
Customer Services - Complaints Handling	In relation to complaints dealt with within 10 working days across the Council as a whole, overall performance for quarter four has improved compared to the last quarter increasing from 76% to 78%,. The number of complaints received in quarter four has reduced by 33% compared to the previous quarter.
Customer Services - Telephone responses	In terms of telephone responses, the performance of the switchboard continued to improve on the high levels of performance compared with the previous quarter, returning a performance figure of 98.42% in quarter four, which is in line with the annual target set at 98%. In respect of direct dialled calls, performance measured against the previous quarter outturn was broadly maintained at 90.5%.
Customer Services - Virtual Contact Centre	The number of enquiries received both via the website and directly into the Virtual Contact Centre system has continued to increase over the past quarter, the majority of enquiries being in connection with the managed weekly collection service for refuse and recycling. The performance has improved significantly during quarter four with a performance figure of over 93% compared with the previous quarter's outturn of 76%.

2. Performance Summary

2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and the progress against the desired outcome of the Council Improvement Priorities on which ICT & Customer Services lead.

KEYS

Progress RAG - Complete the RAG status using the following key: -

R Limited Progress - delay in scheduled activity; not on track

A Satisfactory Progress - some delay in scheduled activity, but broadly on track

G Good Progress - activities completed on schedule, on track

Outcome RAG – Complete the RAG status using the following key: -

R Low - lower level of confidence in the achievement of outcome(s)

Medium - uncertain level of confidence in the achievement of the outcome(s)

High - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary				
resource strategies - the Medium Term F	1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable							
1.5 To extend agile working across the workforce	Mar-15	A	G	The change to the target date from March 12 reflects the date by which agile working is enabled across all relevant parts of the workforce.				
1.6 To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay) a priority	Dec-11	G	G					
4. To achieve the highest standards of o	4. To achieve the highest standards of customer services and care through our Customer Service Strategy							
4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	Ongoing	G	G					
4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Mar-12	G	G					

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5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups						
5.8 Introduce the Streetscene Customer Contact Centre and the Streetscene Service changes	Feb 2012	G	G	See Customer Service section 3.4.1		

2.2 Strategic Assessment of Risks and Challenges (SARC)

The table below summarises the position of SARCs at the end of the reporting period.

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity

SARC	Previous RAG Status	Current RAG Status	Green Predictive
CG08 ICT Strategy See ICT Section 3.1.2	G	G	Maintained
CG09 Information Governance See ICT Section 3.1.2	A	A	Maintained
CG13 Customer Focus	G	G	Maintained
CG18 Procurement	A	A	March 2013

2.3.1 Performance Indicators and Outcome Measures

The status of the indicators are summarised for the year end below:

R	0	A	2	G	4
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Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (*) indicates that the indicator is an *improvement* target.

			ICT				
Indicator	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	Annual Target	Annual Outturn	RAG	Changes eg: Improved / Downturned
ICTM1 Helpdesk Calls fixed on time	92.66%	94%	89.66%	94%	93%	A	Downturned
ICTM2 Helpdesk Calls resolved at first point of contact	27.66%	35%	21.66%*	35%	27%	A	Downturned

	Customer Services						
Indicator	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	Annual Target	Annual Outturn	RAG	Changes eg: Improved / Downturned
Aim to answer switchboard telephone calls within 15 seconds	97.91%	98.0%	98.42%	98.0%	98.2%	G	Improved
Answer direct dialled telephone calls within 15 seconds	90.94%	No target set	90.55%	No target set	90.99%	G	Maintained
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	75.76%	93.0%	93.72%	93.0%	89.39%	G	Improved
*CUSM1 % of Complaints completed within 10 working days (all directorates)	76.3%	80.0%	77.9%	80%	76.0%	G	Improved

2.3.2 Improvement Target Action Plan Monitoring

Ref	Action & Planned Completion date	Progress
	Identify issues for directorate managers to action in their respective areas	✓
	Undertake a review of complaints handling as part of the Lean process review to identify improvements leading to improved performance	✓
CUSM1	Monitor performance against complaints providing support to service areas as necessary	✓
	Identify performance improvement areas via regular quarterly reports to directorate contact officers providing an overview for their service areas in comparison to the wider Council	✓
	Identify improvements in recording and monitoring complaints via CRM development	✓

2.4 Key Actions from Service Plan Monitoring

The following table shows which areas have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

Improvement Area	Progress	Commentary
ICT		
Organisational Change Support Organisational and Service change b. Enable the corporate Agile Working project and implement associated technology changes c. Redevelopment of CRM solution with focus on Streetscene services	✓	
2. Managing the Service 2b. Review of current Helpdesk solution 2g. Identifying Directorate ICT Issues and Aspirations	√	
8. Telephony Phased pilot roll out of IP Telephony and Unified Communications	√	See ICT Section 3.1.3
16. Website Implement website enhancements based upon Socitm Better Connected report and requirements of Channel Shift project.	√	See ICT Section 3.1.3
22. e-Procurement Implement P2P e-Procurement Solution linked to xchangewales	✓	
31. Flintshire Futures – Printers and Printing project	✓	See ICT Section 3.1.3
34. Datacentre Investigate Datacentre tier status in relation to shared or collaborative services.	✓	
42. Collaboration Proactive engagement and involvement in regional and collaboration activities	√	See ICT Section 3.1.3
43. New Systems Replace in-house developed Committee Admin System	√	Modern.Gov Committee Admin system implemented
Customer Services		
Implementation of the Customer Services Strategy agreed by Executive. Strategic priorities: Developing Integrated Service Channels, Putting the Customer First,	✓	

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Supporting and Managing Change and Transforming the Business.		
Introduce contact centre style working starting with street scene services.	√	
Improve arrangements for visitors to Council offices by reviewing customer access points - engagement with the Flintshire Connects project.	√	Flintshire Connects
Introduce Customer Service Standards across all services together with monitoring and reporting processes starting with Street Scene services.	✓	Ongoing
Revise customer care policy and standards to meet the requirements of the Cabinet Office Government Standard – Customer Service Excellence and the Welsh Assembly Government's Building Better Customer Service Principles.	*	Work hasn't started yet but not considered a priority
Launch a Customer Relationship Management System.	✓	Went live in March alongside contact centre for Street Scene.
Increase use of the Council Website. Increase the range of electronic services and improve design and content quality with the objective of attracting more visitors to the website away from the traditional customer access channels. Ensure other methods of electronic access are given equal consideration e.g. text and social networking sites.	√	
Re-launch of the council's complaints procedure and processes in line with the All Wales guidance due to be published and the outcome of the Lean review of the council's complaints system.	✓	Planned go live from April, 2012
Introduce the 'Tell Us Once' initiative providing the facility for customers to notify government agencies of a death at one point of contact.	✓	Implemented November, 2011
Gather information relating to service specific customer satisfaction levels and introduce methods for measuring customer satisfaction where there are gaps.	*	Being included within various projects e.g. Flintshire Connects & Channel Shift.
Implement the outcome of the review of the customer services team structure.	✓	Assimilation taken place. Results on grades delayed due to Job Evaluation

2.5 Internal & External Regulatory Reports

The following internal or external audit/regulatory work has been completed during the quarter and the outcome of the work can be summarised as follows. Negative outcomes should are discussed in more detail in section 3 and page numbers are referenced in the table below.

Undertaken By	Title & Date Report Received	Overall Report Status
WAO	Study on the use of Information Technology	N/A

3. Exception Reporting

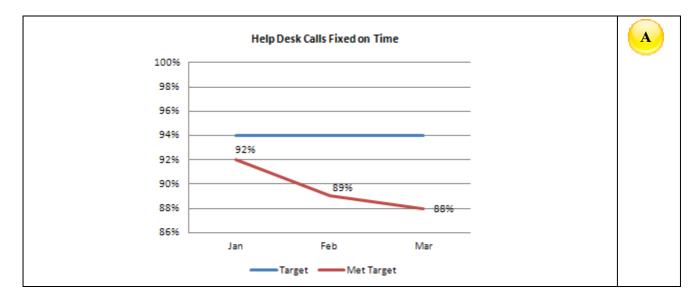
3.1 ICT

3.1.1 Performance

Performance for Quarter 4 showed an average of 89.66% for calls resolved in agreed timescales below the target of 94%. This is due to reduced staffing resources available to resolve calls on time and also demand from Directorates and Corporate change projects. ICT Management Team are focussed on this area with additional temporary resources recruited to ensure that the target is once again achieved. Calls resolved at first point of contact are down on the previous quarter at 21.66%. This is artificially lower due to an issue with an agency staff member not logging calls that were being resolved and action has been taken to prevent this happening in future. Again this target is not being achieved and whilst there are efforts taking place to move more technical tasks to the service desk, this is set against a culture shift towards self service which reduce the type of calls that can be resolved at first point of contact. This KPI will be reviewed shortly as its relevance is questionable and a target to reduce the overall number of calls logged with the ICT Service desk would be more appropriate and in line with LEAN principles.

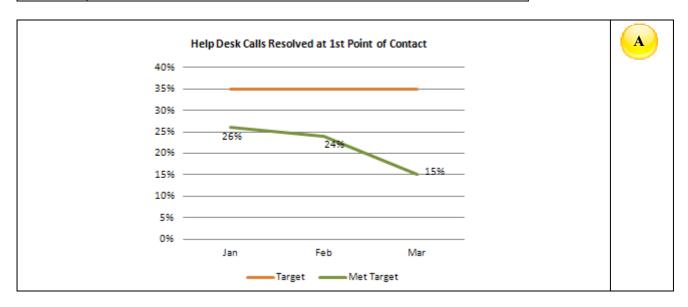


ICTM1 Helpdesk Calls fixed on time

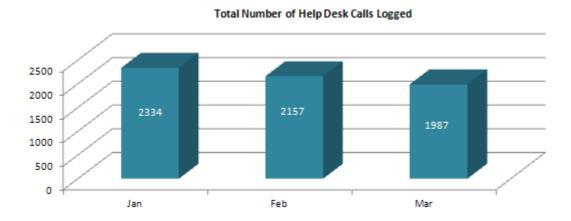




ICTM2 Helpdesk Calls resolved at first point of contact



Call volumes were 6,478 in Q4 compared with 6,022 in Q3, a rise of 7.5%



In relation to customer satisfaction with the helpdesk and second level support immediately following incident resolution, we have maintained high levels of performance with the overall service provided by the helpdesk scoring an average of 4.73 out of a maximum of 5.0, and for second level support 4.63.

Customer satisfaction data is based upon the surveys completed by customers when helpdesk calls are signed off and all service users are asked to complete the survey. Each month there are around 100 responses or roughly 5% of total calls logged. The satisfaction scores are split so that we can see the satisfaction levels with the Helpdesk Assistants who answer our customer's calls and also our Technical Analysts (2nd level support).

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Helpdesk Service Satisfaction

Helpdesk Service Satisfaction

	The speed of answering your telephone call to the Help Desk	The Help Desk Analyst's understanding of your problem or request	The Help Desk Analyst's courtesy and professionalism	The time it took the Help Desk Analyst to resolve your problem or request	The overall service provided by the Help Desk on this occasion
Jan	4.3	4.8	4.7	4.8	4.7
Feb	4.5	4.8	4.8	4.8	4.8
Mar	4.4	4.7	4.8	4.8	4.7



2nd Level Support Satisfaction

2nd Level Support Satisfaction

	Following your telephone call to the Help Desk, the time it took for an ICT Analyst to make initial contact with you	The ICT Analyst's ability and knowledge	The ICT Analyst's courtesy and professionalism	The ICT Analyst in keeping you up to date with progress	The time it took the ICT Analyst to resolve your problem or request	The overall service we provided on this occasion
Jan	4.5	4.7	4.7	4.6	4.6	4.6
Feb	4.6	4.8	4.8	4.7	4.7	4.7
Mar	4.5	4.7	4.7	4.6	4.5	4.6

3.1.2 Strategic Assessment of Risks and Challenges *CG08 ICT Strategy*

Priorities focused on major change projects associated with organisational redesign and Flintshire Futures as well as opportunities for collaboration..

CG09 Information Governance

Focus remains on Electronic Document & Records Management System (EDRMS) to support Flintshire Futures. Technical delays to the project escalated with supplier Civica. Task and Finish group investigating and reporting on use of Mobile technologies such as iPad's and Android devices to develop standard offerings.

3.1.3 Service Plan Updates

8. Phased pilot roll out of IP Telephony and Unified Communications

There have been delays to the pilot and wider roll-out of the IPT solution due to supplier technical difficulties. These are now resolved and the IPT solution is being rolled out across the council.

16. Website

The website was awarded a 3 star rating in the annual SOCITM Better Connected report which reviews all Council Websites in the UK, this is an improvement on last year when we were rated as 2 stars. The Planning section of the website was highly commended as an an example of best practice across the UK.

31. Flintshire Futures – Printers and Printing Project

Work continues on this project and meetings have taken place with suppliers to investigate the feasibility of rationalising the printing and photocopying estate through the use of Multi functional devices. A pilot is currently underway in Corporate Services to assess the current printing requirements, printer and photocopier usage and the number of devices installed. The outcome of this baseline assessment will be proposals for the rationalisation of these devices. This can then act as a template for the rest of the organisation.

42. Proactive engagement and involvement in regional and collaboration activitiesFlintshire is taking very much a lead role in local, regional and national collaborative activities and has representation and lead roles on many groups and collaborative projects.
Capita One schools management system regional hosting – Flintshire selected to host the regional system – being implemented, due to go live September 2012
Service desk – collaborative project to standardise systems across 6 North Wales authorities

Desktop Standardisation – project looking at standard hardware and software builds to enhance service, reduce complexity and costs. Hardware contract let for North Wales standardising on common supplier, manufacturer and specification. Savings across the region estimated at £300,000 per annum based on 2010/11 volumes.

Disaster Recovery – Flintshire is leading a project to look at reciprocal arrangements and a single supplier agreement for those authorities where reciprocal won't work.

3.2 Design and Print

The transition to the new arrangements for ordering graphic design and printing requirements is complete.

A new smaller Graphic Design and Print team is now part of the Council's Corporate Communications Unit, working exclusively for Flintshire. No internal re-charges will now be made for graphic design services.

Service users will be charged for print and this will be sourced either internally from the ICT Digital Print Service or from external printers who are listed on the North Wales Procurement Printing framework. This framework is collaboration between all the six North Wales councils and ensures value for money and quality.

The existing print machinery was successfully sold.

The unit has now been formally closed down, all staff have transferred to their new roles or have left the organisation and the vacant space will be looked at by the Asset management team. In terms of staff 12 staff were successfully transferred to another post within the organisation with only 3 being made redundant.

3.3 Procurement

3.3.1 General Update

The electronic procurement system (P2P) went live within Corporate Services on the 1st December, 2011 as planned. A plan to roll out to the rest of the organisation from April 2012 is currently being developed.

The report on extending regional procurement collaboration was presented to the regional management board on 13th September, 2011. The report contained 5 options with varying degrees of ambition and efficiencies. Following consideration by Finance Officers and Chief Executives it was decided to revisit and confirm the assumptions on influencable spend and staffing. The revised business case will go back to Chief Executives in July 2012. The shared arrangement with Denbighshire for the Head of Procurement post is continuing with wider team collaboration between the 2 councils being considered depending on the outcome of the regional business case.

As part of Flintshire Futures an ambitious plan has been developed to strengthen the procurement function, introduce further e-procurement tools, skill up staff in procurement and introduce category management. Further details of these proposals will be included in the Q1 2012/13 performance report.

3.3.2 Strategic Assessment of Risks and Challenges *CG18 Procurement*

Green predictive date of March 2013 reflects the anticipated completion of the P2P implementation and the outcome of the regional and national procurement studies which will inform the outcomes of the procurement review locally and arrangements going forward.

3.4 Customer Services

3.4.1 Improvement Priority Monitoring

Introduce the Streetscene Customer Contact Centre and the Streetscene Service changes.

The Streetscene Customer Contact Centre went live on Monday 5th March. All telephone calls that were previously directed to a range of officers, services and telephone numbers are now answered at one point of contact for all Streetscene services. The single telephone number has been publicised as part of the Streetscene marketing material.

Processes have been introduced to ensure that all enquiries are recorded and transferred to the appropriate service area for action. This is to be further improved as detailed work on processes, procedures, standards and scripting is carried out.

Contact Centre staff that do not currently have the NVQ Level 3 in Customer Care will commence the training shortly. This ensures that the team are all trained to the minimum standards required.

A dedicated Welsh language service is offered and every effort is made to ensure that Welsh language calls are dealt with by a Welsh speaker. This is an area that requires improvement so all future vacancies within the contact centre will be advertised as Welsh speaking essential until we are confident that a fully bilingual service can be provided.

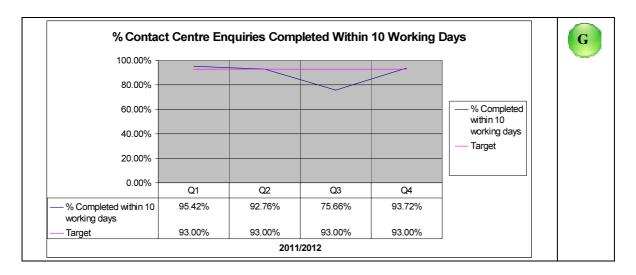
Specialist software is used within the contact centre to monitor performance. Specific performance reporting for the contact centre will begin with effect from 1st April, 2012.

The contact centre staff will formerly transfer across to the Customer Services Division with effect from 1st June, 2012.



Local Indicator - Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)

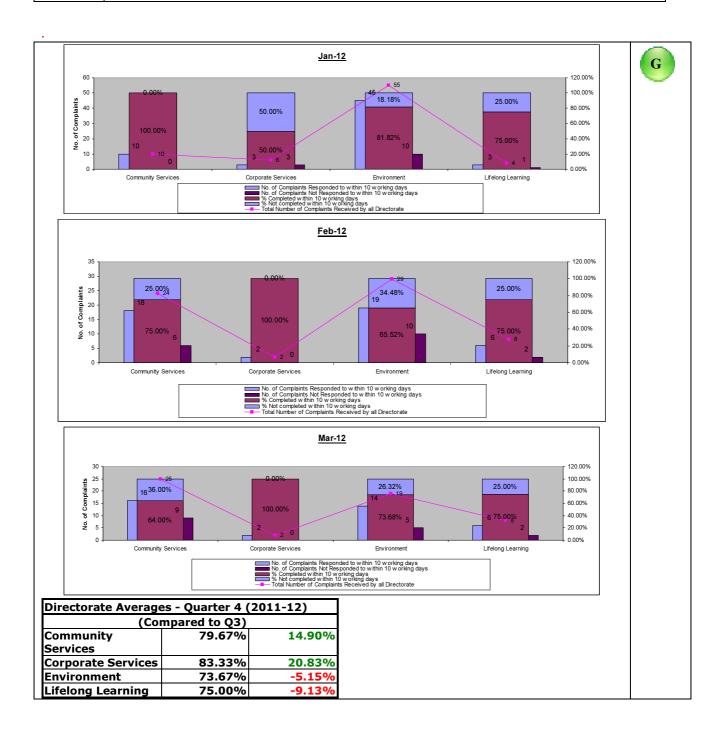
The number Virtual Contact Centre enquiries for quarter four continues the trend of increasing against the previous quarter (from 3532 to 3862). The majority of these additional enquiries being in connection with the Refuse and Recycling service. Performance for Virtual Contact Centre enquiries has improved dramatically during the past quarter. The 3 months in Q4 resulted in is a predicted outturn in line with previous quarters' statistics for Q1 and Q2.



G

CUSM1

% of Complaints completed within 10 working days (all directorates)



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Additional service data for Customer Services areas which have no formal performance indicators:

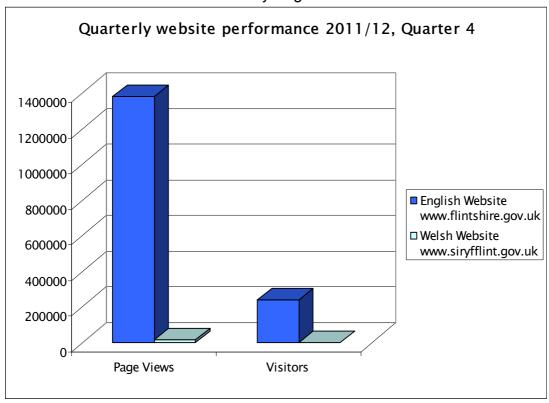
Registration Service Flintshire Registration Service 2011-12

Flintshire Registration Service performance data for quarter four, January - March 2012:

BIRTHS			
No. of Births Registered in Flintshire	11		
No. of Births Registered by Declaration			
DEATHS			
No. of Death Registrations	177		
No. of Deaths Registered by Declaration			
MARRIAGES			
No. of Notices of Marriage	298		
No. of Marriage Ceremonies held in the Register Office	24		
No. of Marriage Ceremonies held in Approved Premises	32		
No. of Registrar attended Church marriages	2		
CIVIL PARTNERSHIPS			
No. of Civil Partnerships held in the Register Office	2		
No. of Civil Partnership Ceremonies held in Approved Premises	2		
No. of Notice of Civil Partnership	4		
BRITISH CITIZENSHIP			
No. of Citizenship Ceremonies held in the Register Office	6		
No. of New British Citizens in Flintshire	12		
CELEBRATORY SERVICES			
No. of Naming Ceremonies held in the Register Office	0		
No. of Renewal of Vows Ceremonies held in the Register Office	1		
No. of Naming Ceremonies held in Approved Premises	1		
No. of Renewal of Vows Ceremonies held in Approved			
Premises COPY CERTIFICATES	1		
No. of Copy Certificates Issued by the SR	292		

Website

During the Report Period: Quarter 4 – January – March 2012 we received nearly 243,000 (242,981) visitors to our website compared to Q3 of 171,000 (171,803) visitors, showing a significant increase of 41.43%. We also had over 1,399,000 (1,399,225) page views compared to 996,468 in Q3, again showing a similar increase of 40.41%. This increase in the number of visitors is likely to be attributed to the new managed weekly collection for recycling and refuse where visitors to the website seek information on the new service and collection dates for their waste or recycling.



Website Statistics - Quarter 4 (2011-12)				
(Compared to Q3)				
Visitors to English website	240,656	+41.83%		
Visitors to Welsh website	2,325	+9.41%		
Page Views – English website	1,381,102	+40.77%		
Page views – Welsh website	18,123	+17.75%		