MEETING
PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE
DATE AND TIME   **WEDNESDAY 23RD JULY, 2014**   **AT 7.00 PM**
VENUE   **HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
5.1	MEMBERS' ITEM - BRIEFING PAPER ON PERFORMANCE OF CUSTOMER AND SUPPORT GROUP (CSG) SINCE GO-LIVE	1 - 26

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Performance and Contract Management Committee

23 July 2014

Title	Members' Item – Briefing paper on performance of Customer and Support Group (CSG) since go-live
Report of	Chairman of the Performance and Contract Monitoring Committee
Wards	All
Status	Public
Enclosures	Appendix A – Overview of the performance of Customer and Support Group

Appendix B – Presentation summarising the background, performance, and current position of Customer and Support Group services |
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Summary

This report provides the Committee with an overview of the performance of the Customer and Support Group, including a briefing on overall performance since go-live, the context, key changes, performance standards, successes and challenges.

Recommendations

1. **The Committee is asked to note the report provided in respect of performance of the Customer Services Group.**

1.   WHY THIS REPORT IS NEEDED

1.1   The Performance and Contract Management Committee met for the first time on 11th June, reviewing overall performance of Council services.   This included focus and review of the performance of the Customer Services Group services, provided through a strategic partnership with Capita.

1.2   The Chairman, Councillor Anthony Finn, has requested that a Members' Item be placed on the agenda asking Customer Services Group (CSG) to prepare a briefing report and update on overall performance since go-live to provide further information on the background, context, performance and current position. This briefing is attached and officers from the Commissioning Group and CSG will be at the meeting to run through the detail and answer any questions.

Background

1.3   The CSG contract has now been in place for 10 months. During that time the planned extensive programme of transformation has progressed bringing investments in process, people and technologies and some significant changes to locations and business processes. To date this programme has included:

- Replacement finance and procurement system
- Replacement HR, Payroll and Pension system and relocation of services
- Replacement CRM system and Contact Centre and relocation of services
- The build of a new data centre with full disaster recovery and business continuity capability
- The build of a new asset management system
- New project and programme management systems
- Insight / Business Intelligence capability
- A new Intranet

1.4   It was originally envisaged that the significant changes around Finance, HR, Procurement and Customer Service would be delivered over a 12 month period. However, due to the delays as a result of the JR this timescale was impacted and shortened to 6 months in order to avoid significant slippage in the savings to be delivered. As a result the implementations of these key systems were not phased as originally envisaged and in some cases had to be delivered against a general backdrop of some seasonal and specific pressures that added additional challenges during the build up and go live periods. A number of these changes took effect between April – June 2014, with some impact on the core performance of services.

1.5   Council Officers have provided a short summary of the performance of the Customer and Support Group in Appendix A. The Customer and Support

Group have provided a detailed presentation providing information on specific performance challenges as Appendix B.

2. REASONS FOR RECOMMENDATIONS

2.1 To allow scrutiny of the information requested and to allow some discussion and feedback from the committee on the position reported.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 This will be dependent on the feedback received from the committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Customer and Support Group contract Capita was put in place to make a significant contribution to the delivery of the Council's Corporate Priorities:

- *Better services with less money* through contracting for guaranteed standards and levels across all Customer Service Group services, whilst at the same time significantly reducing the operational costs of the service.

- *Sharing opportunities and responsibilities* by significantly enhancing the ability of customers to access and engage with the Council and receive the support they need, whilst also giving them greater control through self-service and self help.

- *A successful London suburb* through an enhanced insight function to help the Council analyse the needs of the Borough and its communities in more detail and commission services that are targeted to specific needs; commitments to increase resident satisfaction; and support for local businesses and community organisations.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 Robust budget and performance monitoring plays an essential part in enabling the organisation to deliver its objectives efficiently and effectively.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution, Meetings Procedure Rules – Paragraph 6.1 states that a Member (including appointed substitute Members) will be permitted to

have one matter only (with no sub-items) on the agenda for a meeting of a committee or sub-committee on which he/she serves. Paragraph 6.2 states that Members' Items must be relevant to the terms of reference of the body which will consider the item. Paragraph 6.3 states that the Head of Governance must receive written notice of a Member's item, at least seven clear working days before the meeting. Any item received after 5pm will be recorded as received on the next working day. Items received after that time will only be dealt with at the meeting if the Chairman agrees they are urgent.

5.3.2 Under the Council's Constitution Scheme of Delegation, the Performance and Contract Management Committee has the following responsibility for functions:

(1) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.

(2) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.

(3) Receive and scrutinise contract variations and change requests in respect of external delivery units.

(4) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

(5) Specific responsibility for the following functions within the Council:
- Risk Management
- Treasury Management
- Performance

If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.

5.4 Risk Management

5.4.1 Risks with a rating of 12 or above are reported as part of the Council's quarterly performance monitoring process.

5.4.2 The Council maintains its own separate risk logs for all major contracts, which are informed by the risks reported by each partner. The Council's risk log for each contract are published in the council's quarterly performance reports and reported internally and externally as part of the routine performance cycle.

5.4.3 Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.

5.4.4 Many of the risks reported at Q4 will continue to be live, whilst some will have been closed or replaced.

5.5 **Equalities and Diversity**

5.5.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equality duty (as set out in the Equality Act 2010).This means having due regard to the need to:
a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
b) advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
c) foster good relations between those who share a relevant protected characteristic and those who do not.

5.5.2 The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

5.5.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.

5.5.4 Equality performance is monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.

5.6 **Consultation and Engagement**

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2013/14 onwards, three phases of consultation took place:

- Phase One (October 2012 – November 2012): Residents' Perception telephone survey
- Phase two (November 2012 – January 2013): Corporate Plan consultation
- Phase three (October 2012 – January 2013): Finance and business planning (including proposed budget) consultation

5.6.2 The results and impact on the Corporate Plan and budget are outlined in the Cabinet Report to Committee on the 5 March 2013 (Item 8). http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4

6. **BACKGROUND PAPERS**

6.1 None.

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Appendix A: Overview of the performance of Customer and Support Group

1. Introduction

The Chairman has asked the Customer and Support Group (CSG) to prepare a briefing update on overall performance since go-live to act as a sister document to the specific report on call handling. This briefing is attached and officers from the Commissioning Group and CSG will be at the meeting to run through the detail and answer any questions. Appendix 2 provides a more detailed presentation covering the background, current performance and how CSG are responding to performance challenges.

2. Background

The CSG contract went live in September 2013. Committee members will be aware that the Customer and Support Group (CSG) was created to:

- **Significantly and quickly reduce the cost of the council's back-office and high volume customer service arrangements.**
- **Modernise the Council's IT infrastructure (network, servers, telephony) and service systems (finance, HR, procurement etc.) so that they are more reliable and so that they support the council in making further improvements in productivity (including, but not limited to accommodation savings and further supply chain savings)**
- **Significantly improve customer service performance and satisfaction**
- **Build and then utilise insight drawn from improved systems and data to further improve customer operations and enable better commissioning decisions.**

CSG are obligated through the contract to make improvements and deliver results across all of these objectives during the first 12 months of operation. Without over simplifying, what is a very complex sequence of changes – the focus in year one is on:

- delivering the lion's share of the savings;
- putting in place solid foundations:
  - Replacing the Council's aging and unreliable infrastructure
  - Decommissioning old systems and replacing them
  - Leveraging these new systems to re-design how back office and customer services are run and organised so they cost the council less and deliver the same or better performance. In most cases, for each service, this has involved recruiting a new leadership team, re-organising and in some cases relocating services
- delivering some early, but tangible improvements in customer services
- achieve savings over and above those specified in the contract through the new procurement team.

It is important to recognise the scale, breadth and depth of change that has taken place since September. It is the largest change project the Council has ever undertaken or delivered. It is also important to note that CSG have delivered their programme in some cases in only half the time envisaged when the contract was negotiated. In good faith they have worked in this way to help reduce the financial impact and risk to service resilience of the delayed contract start – caused by the judicial review impasse.

The attached report sets out an assessment by CSG on how they are progressing against their year one objectives. It is intended to help Performance & Contract Monitoring Committee (P&CM) discern a judgement about their performance in the round. During the course of the year P&CM will receive frequent performance and programme updates from officers relating to all the Council's delivery units (not just CSG). The attached report tries to synthesise some of that more complex analysis and offer a view about what is working well, what is working less well – what has been the underpinning cause of these problems, an assessment of whether these are problems are under-control and a view about the extent of the their resolution.

3. Performance update

The attached update offers a 'warts and all' view from CSG about their performance. From an officer/ client side perspective the following three observations are offered by way of advice to Members:

- **Looking at the long term objectives of the contract:**
    - CSG have delivered in the first 9 months the necessary changes to deliver the contracted savings. The Council is paying £6m less for the provision of in scope services since go-live
    - the infrastructure, system and wider service changes set out above have been delivered, in most cases ahead of schedule and to cost
    - in overall terms service performance is better and on an improving trajectory compared to baseline.

There are some notable exceptions to this positive overall picture. While these exceptions are in some instances significant - and have been both individually and collectively damaging to the reputation of CSG - it would be unreasonable, at this juncture, to conclude that they represent a more significant overall failure or detract from the demonstrable improvements that CSG are delivered.

- **There have been some performance highlights in the first 9 months**
    - The CSG finance team has supported the Council to spend within budget in 2013/14. They produced the draft accounts in a very timely manner (the 2nd Council nationally to publish). The auditors are reporting that they require no adjustments to be made to the accounts.

- Notwithstanding the go-live issues noted below, the Council is answering more calls than it has ever done so before and doing so quicker. Historically we've received just under 70k calls per month and answered 90% of these. CSG are now receiving over 80K per month and 9 months into contract are answering 97%.
- Benefit claims processing remains significantly below baseline at just 8 days – this is the second best performance in London.
- A number of legacy issues have been resolved as promised. These include on-going outstanding internal audit recommendations relating to disaster recovery and IT access controls. Correspondence backlogs in HR, particularly in the pensions services have been resolved.
- Contractual commitments to sponsor community activity have been implemented. For example the @mybarnet design an app' competition for Barnet schools has proved a huge success – with over 700 children and young people participating. The winners, Tudor Manor, will now have their app' – a game that illuminates historical sites in Barnet built by CSG and launched on the Council's website in the autumn.

- **Notwithstanding the successes, there have been two areas where performance has not been up to the standard the council has expected, or indeed in some cases demanded in the contract.**

The attached report from CSG (Appendix 2) sets out the key areas where they believe there have been problems or weaknesses with performance. In most instances these failures have taken place since the go-live of the major systems changes in April. In their briefing note, CSG make a distinction between 'snagging type' difficulties associated with the system and process change, and more substantive – longer term challenges. Officers generally concur with that distinction and it would be fair to say that some of these snagging issues are due to the poor infrastructure, process or data that CSG has had deal with but would offer the following observations to the Committee in respect of the snagging issues:

- It is not unreasonable to expect there to would be some snagging issues associated with such large scale change, particularly bearing in mind the speed of implementation. However **there have been too many problems, and many of them coming at the same time**. Collectively they have damaged the reputation of CSG and confidence in their performance and delivery capability. It will take some time to re-build this trust.

- Each of these snagging issues will have had the potential to cause significant frustration, irritation and in some cases distress to those affected (be they members of staff, former members of staff or members of the public). This is not acceptable, and while officers note the assurances that these issues are now

under-control and resolved, they will be closely monitoring performance to ensure that this is the case and we do not experience any repetition. In particular the Council client side is looking for assurance that sufficient capacity and capability is in place within the CSG HR service to support the Council's complex and challenging change programme and to ensure that the data and process issues highlighted by CSG in their attached report are resolved.

There are two specific areas where CSG believe there are more substantive reasons for poor performance or perception and where difficulties are more profound. These are Members IT and the Schools HR service. Members may wish to consider these in more detail at the Committee meeting.

- **Members IT:** There are two key issues: functionality and performance. With hindsight, for too many Members the decision to consolidate all of their IT and email requirements into an IPad solution was wrong and didn't meet their needs. All other things being equal IPads provide a good solution for reading material on the move and for reviewing recent email correspondence – they do not however provide the same level of functionality to create documents or store them in a way that, say, a laptop can. Reflecting on what went wrong, there are lessons for both the Council and CSG in how this decision came to pass. Ultimately, CSG are responsible for successfully delivering this. CSG accept this, are deeply apologetic and have put in place mitigations to ensure Members have, if they wish, access to an iPad, laptop, blackberry and a mobile phone. Compounding the functionality problems – especially in the crucial two weeks after the elections the support CSG offered to members was inadequate. New Councillors in particular had problems sending or receiving emails and IT were too slow to respond. This was wholly unacceptable. All concerned are very sorry for the frustration caused to Members. Now that support arrangements are being stabilised CSG will work with those Members who are willing and interested to act as a working group and sounding board for future changes.

- **Schools HR service** The Council client side are receiving too many direct and anecdotal reports that school based business managers and head teachers are finding their new systems difficult to use. They report that information is harder to find and that reports generated by the system don't reflect the underlying data. This is causing frustration and additional work for schools. Notwithstanding the fact that CSG are tackling issues and complaints directly with individual schools as they arise, they also now believe that there is a more general need to engage more thoroughly with schools to get to the bottom of what isn't working

for them and address the issue more comprehensively. Officers would recommend that P&C ask for an update on progress at their next meeting.

4. In conclusion

Performance & Contract Monitoring Committee are invited to consider the performance of CSG in the round since contract commencement in September 2013. In particular the successful execution of the very significant changes that enable the delivery of savings and which have also put in place sound foundations to ensure a more resilient service now and in the future. This strong start has undoubtedly been weakened by a sequence of performance issues since go-live in April. These issues have been frustrating, disappointing and are not acceptable. The Committee should consider the distinctions being made by CSG about the cause and persistence of these problems and in light of these judgements consider what further assurances they may want in the future to test progress.

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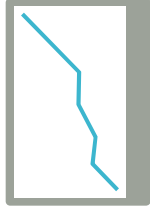
Performance & Contract Management Committee

CSG Update

Customer and Support Group

23rd July 2014

Over the last 10 months we have delivered a huge amount of change – much of which is a foundation for further change

Finance:

- Transferred 81 staff
- Recruited a new leadership team for the service
- Removed the SAP system and investment of £1.3m in systems in particular Integra
- Involved development of 180 new interfaces and team of 20 people working fulltime for 8 months
- Operated all the Councils key financial processes and controls including budget monitoring
- Closed the accounts

HR:

- Transferred 74 staff
- Recruited a new leadership team for the service
- Relocated payroll to Belfast, Schools to Carlisle, Pensions to Darlington
- Removed the SAP system and investment of £1.5m in systems in particular
  - Core HR
  - Payroll, Dynamics CRM ,
  - Resource link (schools) and
  - Hartlink (pensions)
  - Accident Reporting System
- This involved over 20 new interfaces and a team of 25 people working full time for 8 months

Customer and Support Group

Over the last 10 months we have delivered a huge amount of change – much of which is a foundation for further change

Procurement:

- Transferred 18 staff (14 interims)
- Recruited a new permanent team and embedded experts in the Delivery Units
- Introduced better compliance controls and non compliance monitoring
- Implemented benefits realisation process and controls to track and approve all savings

Estates:

- Transferred 59 staff
- Recruited a new leadership team for the service and added valuations capacity
- Collation of asset and property information from multiple sources to create first single view ready for the launch of IPAMS (information Property Asset Management System)
- Completion of Office Accommodation Rationalisation Strategy
- Completion of Strategic Asset Management Plan (including community assets)
- Full Compliance & Condition Surveys completed for Civic Estate and annual work plan agreed

Customer and Support Group

Over the last 10 months we have delivered a huge amount of change – much of which is a foundation for further change

ICT:

- Transferred 53 staff
- We have invested £3.7m in new infrastructure, systems and process
- Recruited a new ICT Director and put additional specialist skills in place
- Programme team of 35 to 40 people working over 10 months
- Relocated service desk and added capacity
- Data centre ready and infrastructure in place ready for migration
- Interim Disaster Recovery (DR) in place and full DR being implemented
- Implemented new network links and telephony
- Implemented new employee portal

Customer Services (including parking):

- Transferred 119 staff
- Took on Libraries calls and Children's duty rota
- Put in place new management team and channel development & improvement team
- Implemented new CRM system
- Implemented new managed voice service
- Refurbished and relocated the contact centre in Coventry
- Parking – implemented new ICES system and on line parking portal

Customer and Support Group

Over the last 10 months we have delivered a huge amount of change – much of which is a foundation for further change

Insight:

⋏ Set up a team of 5 data analysts and specialists to support insight led decision making
⋏ We have invested £730k in the set up, tools and capabilities to support the council strategically
⋏ Implemented a data warehouse
⋏ Implemented the members dashboard
⋏ Created the Customer Experience reporting across all DUs so end to end performance can be seen and improvements targeted
⋏ Provided key insight to inform adults strategies around isolated customers, life expectancy and older years

Revenues and Benefits:

⋏ Transferred 131 staff
⋏ Permanent staff in place removing 45 agency staff at transfer
⋏ Relocated administration and processing to Blackburn and Specialist services to Bromley
⋏ Taken on the administration of the Council Tax Support scheme
⋏ Implemented quality and training team

Customer and Support Group

Overall what's gone well…..

Achieved the savings required by the Council – services now cost £6m less per year (approximately 85% of the average annual savings of the contract) with additional procurement savings of £2.6m to date with £5.94m in progress to date

The foundations are in, ready for delivery of on-going savings - we have established new locations, hired and trained staff and put the right leadership in place. We have also put in significant infrastructure investment all ahead of planned timescale and within budget

We have improved performance - on the whole CSG services are performing the same or better than before, highlights include……

Customer and Support Group

Performance

Customer Satisfaction:

- *Improved from 52% in September 13 to 68% Q1*

First Contact resolution:

- *Improved from 35% in September 13 to 61% Q1*

Customer Advocacy Calls answered in 20 seconds:

- *Improved from 65% in September 13 to 78% Q1*

Budget Variance:

- *Led the finance function, supporting the Council to deliver no overspend*

Draft statement of account:

- *Issued 30th May 2014 – the 2nd council nationally. No adjustments.*

IS – Incidents resolved at first point of contact:

- *Improved from 81% to 84%*

Revs and Bens new claims processing:

- *Now at 8 days from a baseline of 12*

Customer and Support Group

Some things have gone less well

Snagging Issues - now addressed and being monitored

- **Finance** – 11 social care service users (out of 6000) received an invoice for their care 10 days late; incorrect direct debit payments were taken from 5 service users

- **HR** - 23 people (out of 8000) had incorrect payments in first payroll run and a similar number from errors due to manual processes/data; 73 employees / former employees were sent by post a confidential letter address to someone else; 4500 pension scheme members received incorrect HMRC tax codes, 33 of them queried it, none of them had an incorrect deduction; pension deductions were taken from Members no longer entitled to be part of the scheme

- **Customer Service** – since April, 1.7% (4,000 out of 225,000) calls were not able to get through to the Coventry contact centre – most of these related to 3 days in May; when the switch board first went live, in too many instances, callers were put through to the wrong number or staff couldn't be identified

Outstanding Issues – plan in place to resolve

- **Members IT** - iPads did not provide the functionality envisaged and there have been connection problems; we were initially too slow to respond to issues - it is recognised that this has caused significant inconvenience to Members

- **Schools HR Service** – too many schools are finding the new system difficult to use – in particular information is being displayed in a way that not easy to find, and reports are inaccurately presenting the underlying data

Customer and Support Group

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Main causes of these problems

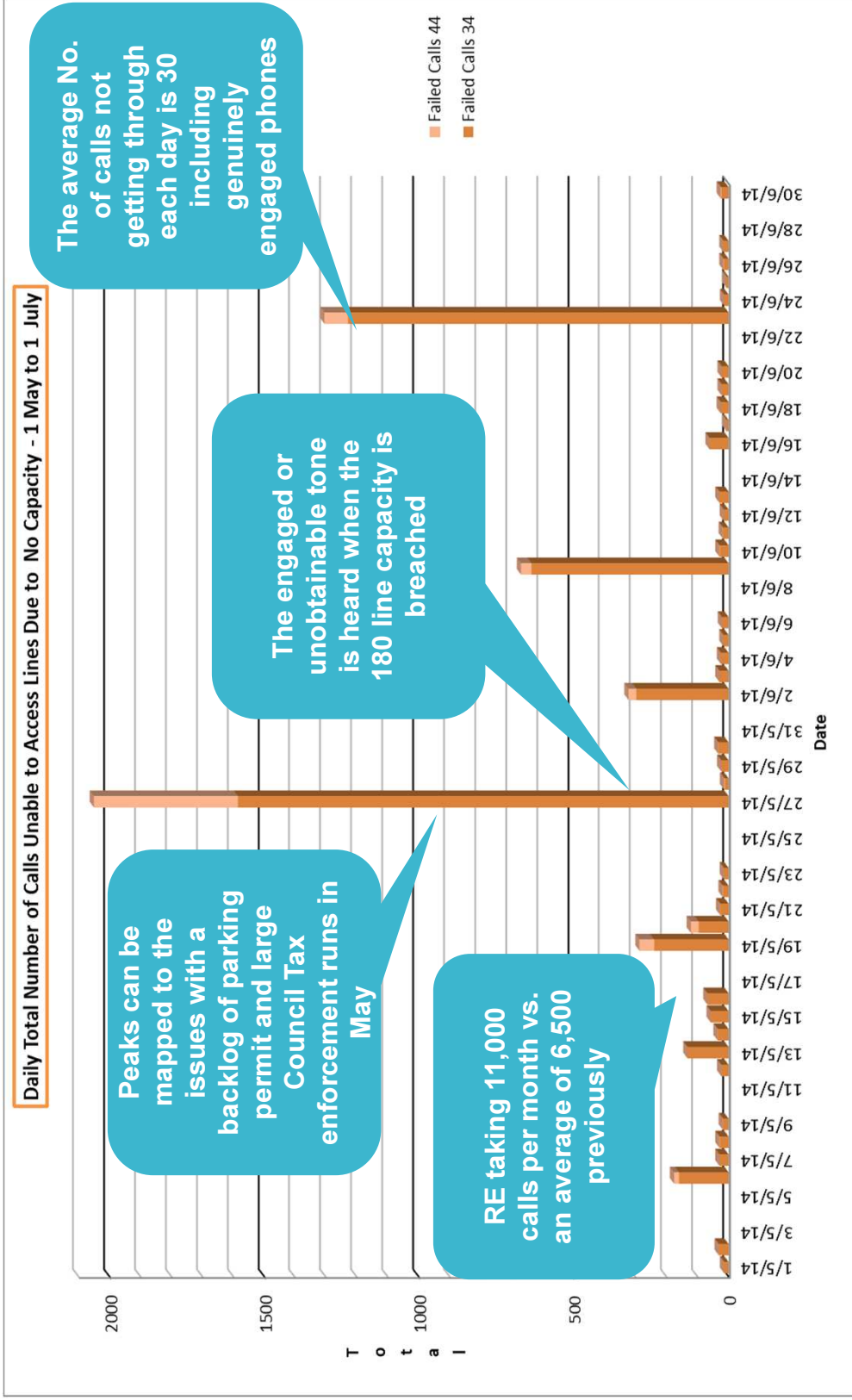**Snagging Issues - now addressed and being monitored**

- **HR** – almost all errors relate to processes that remain manual (particularly in Street Scene and Barnet Homes) and we are prioritising full self service and automation

- **Finance** – with respect to the late invoices it was imperative that we went live with the new finance system at the start of the new financial year, however, we held back dispatch of invoices until some final testing was undertaken; with respect to the 5 users it was a glitch which we fixed as soon as we were alerted

- **Customer Service** – with respect to calls not getting through, refer to full report and summary diagram on next slide; with respect to switchboard knowledge, the Council does not have an accurate staff data set despite best efforts before go-live

Outstanding Issues – plan in place to resolve

- **Members IT** – we didn't do a full requirements assessment for Members IT, which resulted in an insufficient solution being piloted and implemented; we didn't do enough testing and initially there wasn't enough monitoring in place to pick up any issues proactively

- **Schools HR Service** – with hindsight user engagement was inadequate and we didn't do enough work with the Heads to ensure we had a solution that would work for them

Customer and Support Group

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Call Failures

Customer and Support Group

Daily Total Number of Calls Unable to Access Lines Due to No Capacity - 1 May to 1 July

The average No. of calls not getting through each day is 30 including genuinely engaged phones

The engaged or unobtainable tone is heard when the 180 line capacity is breached

Peaks can be mapped to the issues with a backlog of parking permit and large Council Tax enforcement runs in May

RE taking 11,000 calls per month vs. an average of 6,500 previously

Failed Calls 44
Failed Calls 34

Total

2000

1500

1000

500

0

Date

1/5/14
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5/5/14
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30/6/14

What are we doing to address causes

Snagging Issues - now addressed and being monitored

- **HR** – we have people dedicated to seek out control issues with manual processes and data problem and we have weekly meetings with DUs to ensure problems don't drift

- **Finance** – we completed the testing and fixed the glitch

- **Customer Service** – we have expanded the capacity of the call lines and smoothed out the campaign material which generates peaks of calls; switchboard staff have been given access to multiple staff data sets - whilst we create a single, accurate, master data set, which will be ready in September

Outstanding Issues – plan in place to resolve

- **Members IT** – to ensure that all Members requirements are met we have issued Members with a laptop, and blackberry if they request it. We are currently investigating options to enhance these devices, but changes to Members IT will only be made once we are confident that requirements can be met in a simpler way, and only after substantial testing with Members and their agreement.

- **Schools HR Service** – we have set up a schools forum to discuss how we can meet schools requirements better, we have set up a schools CSG newsletter and established a superuser group
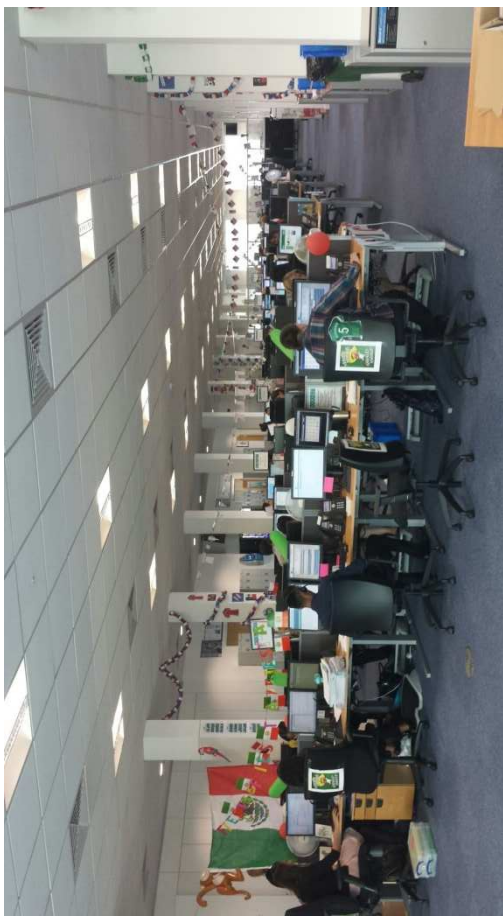
Customer and Support Group

The refurbishment of the Contact Centre

96% calls answered

78% calls answered in 20 seconds

61% of calls resolved at the first point of Contact

50 Customer Service Agents

20 revenues and Benefits Agents

230,000 calls taken by end of June 14

Customer and Support Group

Detailed review: Parking Permits

What have we done?

➢ Street scene's parking contractor NSL implemented a new Permit and PCN database and website
➢ System went live 10 April. 12,000 permits, 75,000 live PCNs transferred. We planned for a 10 calendar day down time for system implementation during which processing of permits wasn't possible
➢ Then Parking Permit service transferred to CSG Coventry 14 April

What has worked well?

➢ ➢ Transferred over 500,000 transactions and £10 million of financial data reconciled to within 0.03%
Successfully extended 7,500 PCN's discounted period on go live to ensure customers were given two extra weeks discount period for payment
➢ ➢ The website is much improved with ability to view PCN photo evidence
➢ ➢ The backlog has been cleared and transactions on average are taking 2 days from apply to issue
➢ All renewals are being posted same day as application now

What has worked less well?

➢ There were problems connecting the permit printer to the network in Coventry. This meant that 900 permit or voucher requests received during the first two weeks of April were delayed by 4 to 5 weeks. Unfortunately between 100 & 150 experience a wait of up to 8 weeks. PCNs received for these customers during this period were cancelled

➢ These issues have all been resolved – the current end to end average transaction is 2 days

Customer and Support Group

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