Performance & Contract Management Committee

CSG Update

23rd July 2014

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

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

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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

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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

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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

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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*

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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

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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

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Call Failures
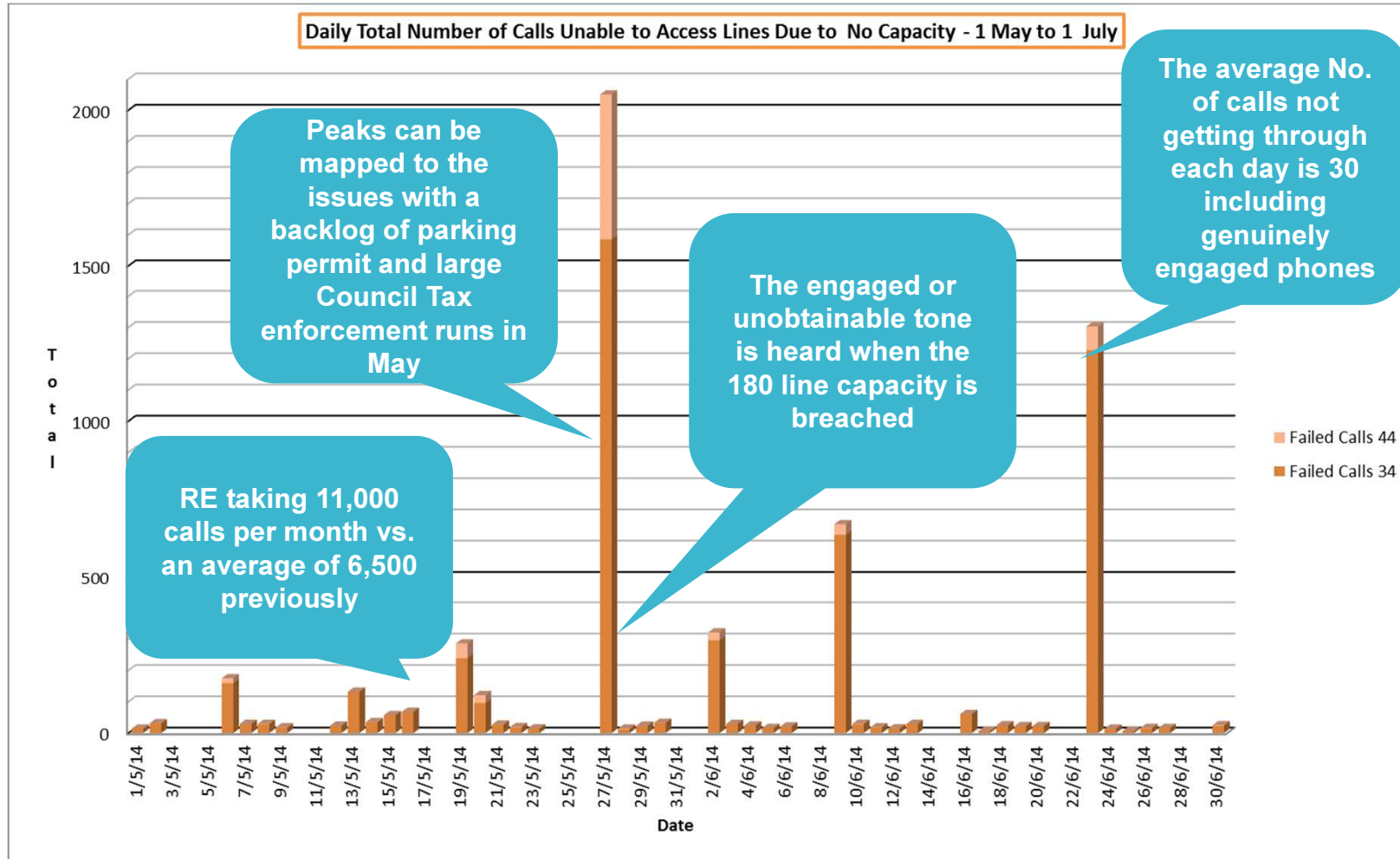
What are we doing to address causes

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

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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

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