

Support Services Contract



Leader & Exec Members Briefing

July 2019



Agenda



Introductions



The Agilisys / Liberata Contract



Operational Services



Governance Structures



The Future



What's Next



Agilisys / Liberata Contract

Scope and scale



The Partnership overview

Partnership Overview

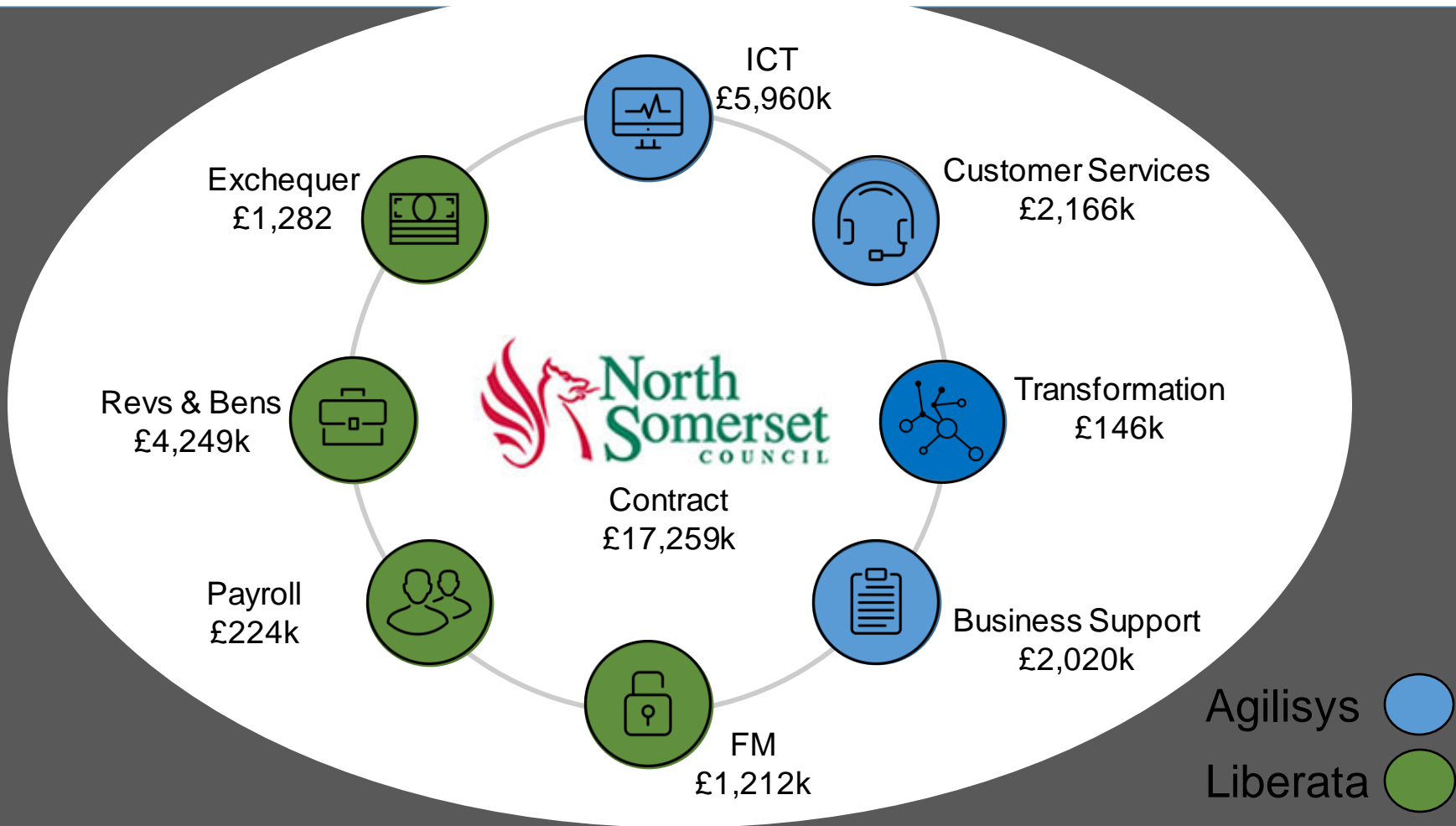
- Awarded to Agilisys 2010
- 10 + 5 year services contract
- £267,062,044 contract value
- Sharp initial transition & transformation
- 400 staff transfer
- 30% contracted savings
- £5.1m rental income to NSC
- 250 job creation target
- 100 apprenticeships
- 250 days p.a. Corporate Social Responsibility



NSC Budget Challenge

- £15m savings made to date in core service provision
- Significant pressures continue
- A further £14m of savings made through transformation
- Additional capability & ideas

Partnership Services



Partnership Services

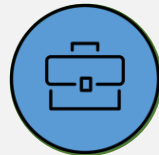
Support Services Contract £17,259k



Exchequer
£1,282



ICT
£5,960k



Revs & Bens
£4,249k



Customer Services
£2,166k



Payroll
£224k



Transformation
£146k

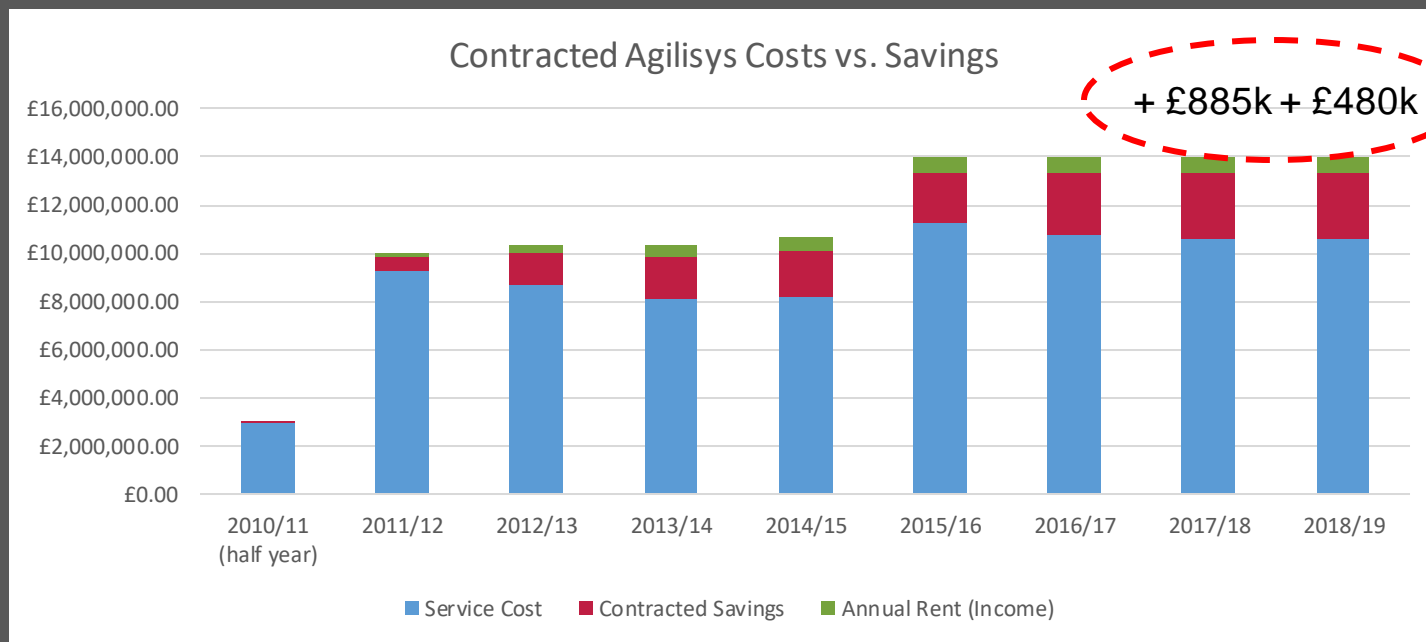


FM
£1,212k



Business Support
£2,020k

History of contracted cost vs. savings



- 24.19% reduction against baseline
- Rental income £5m over ten years linked to new jobs in the area



Operational Services



Customer Services & Business Support



Telephone Contact Centres for Council Connect and Care Connect), Gateways & Business Support Services

CS Service Components	Value 18/19
Contact Centres (Telephone)	£1,018,750
CareLink	£491,806
Gateways	£449,068
Business Support (Liberata)	£555,688
Business Support (Agilisys)	£1,748,559

- Total value £4,264k
- 150 staff employed across 7 sites
- 550,000 contacts a year across all contact centre channels (100,000 R&B)
- 200,000 visitors a year to TH and CW
- c.2700 CareLink customers
- 1000+ Business Support services
- 97% customer satisfaction during 2017
- Income Police £145.1k
- Council Connect 09.00-17.00 Mon-Fri
- Care Connect 08.00-18.00 Mon-Fri
- CareLink 08.00-22.00 Mon-Sun
- TH Gateway 08.30-17.00 Mon-Fri,
09.00-14.30 Sat,
Closed Sun

Revenues & Benefits administration



Housing Benefit, Council Tax Support, Discretionary Housing Scheme, Welfare Provision Scheme, #First Steps, Business Rates, Council Tax

Item	Scale
HB Subsidy Claim	£56,330,859
DHP	£480,744
WPS	£70,000
Council Tax Net Collectable Debt	£130,600,000
Business Rates Net Collectable Debt	£65,500,000
Cost of CTS	£10,146,867

- Total value £3,605k
- c. 100 Staff employed (across multiple sites)
- Volumes – HB Caseload: 9872, CTS: 12439, Combined: 14177, DHP Applicants: 1309, WPS Applicants: 808, Council Tax properties: 96,357, Business Properties: 6,412
- Complaints: 163 complaints received of which 38 were upheld.
- Opening hours:
 - 09:00 to 17:00 Mon to Thurs
 - 09:00 to 16:30 Friday

ICT Service



Print Unit, Scanning, and Business Systems Administration

ICT Service Components	Value 18/19
VDI & MS 365	£761,685
Storage and Compute	£509,000
Apps Support Team	£498,000
Field Engineering Team	£176,736
Service Desk Team	£132,433
Telephone & Networks Team	£233,975
Patches Team	£126,000
Wide Area Network	£245,370
ICT Software	£1,653,385
Management Fee	£211,767
Scanning Team	£86,199

- Value £4,661k
- Staff employed – 33 (which includes 24 staff working on ICT BAU delivery / 9 on Projects)
- Services Breakdown - Infrastructure, VDI, Email/Office365, Desktop, Field, Networks, Applications, Systems administration, Database, Web, Telephony, mobile phones, Print Unit, Scanning, Projects, Development, security, Libraries, Gateway, 15 business critical applications, over 200 other applications
- Volumes – 1866 Staff, 2714 devices (thick desktop/laptop, thin laptop/desktop, iPads, iPhones)
- Income Health c. £87k
- Calls - closed 37228 calls. 3 formally logged complaints
- Service desk - Phone calls Received: 25754 – all other calls logged via self-service (31%)
- Opening hours
- 8am to 6pm – Mon to Fri

Exchequer



Exchequer services including schools finance and Adult Care Financial Transactions

- Total value £664k
- 25 Staff Employed over 2 sites
- Services include; Accounts Payable, Accounts Receivable, Schools Finance & Adult Social Care
- £50 million received in income
- £7.6 million sundry debt
- £230 million paid invoices
- 131,591 invoices processed
- £1.2 million recovered in Social Care over payments.

Exch Service Components	Value 18/19
Accounts receivable and Accounts payable	£499,353
Schools Financial Support & travelling Bursars	£164,918

Business Improvement



Project and Programme Management, PMO and Business Analysis

Project Expenditure 2017/18	Invoice Value
Council Wide	£ 356,061
CSU	£ 266,373
D&E	£ 164,041
P&C	£ 1,153,727

- Value £118k
- 13 Staff employed
- Current 105 active projects categorised as:
 - 9 Major
 - 40 Significant
 - 56 Minor
- The contract includes an annual allocation 320 Feasibility and 718 ICT Development days.
- Recent noteworthy projects: AIS Replacement, Intranet Replacement, Uniform Implementation

Facilities Management



Soft Facilities Management
including security and
cleaning

FM Service Components	Value 18/19
Castlewood (Inc. cleaning)	£377,266
Town Hall (Inc. cleaning)	£236,577
Sundries	£92,994
Outbound mail	£126,000
Cleaning other buildings	£219,668

- Total value £1,053k
- 10 Staff employed
- Postage costs (Whistl & Royal Mail) £126k
- Cleaning c. £480k
- Scope of service includes:
 - Cleaning, security, vending, mail rooms (TH & CW sites) dealing with in / out bound, internal and external, helpdesk, stationery provision & site access controls
- Annual Helpdesk volumes - 30,000 contacts

HR Payroll



Transactional Human Resources and Payroll

HRP Service	Value 18/19
HR Payroll - Corp	£249,194
HR Payroll – Schools *	£223,869

* 18/19 subject to £116k credit as number schools reduced

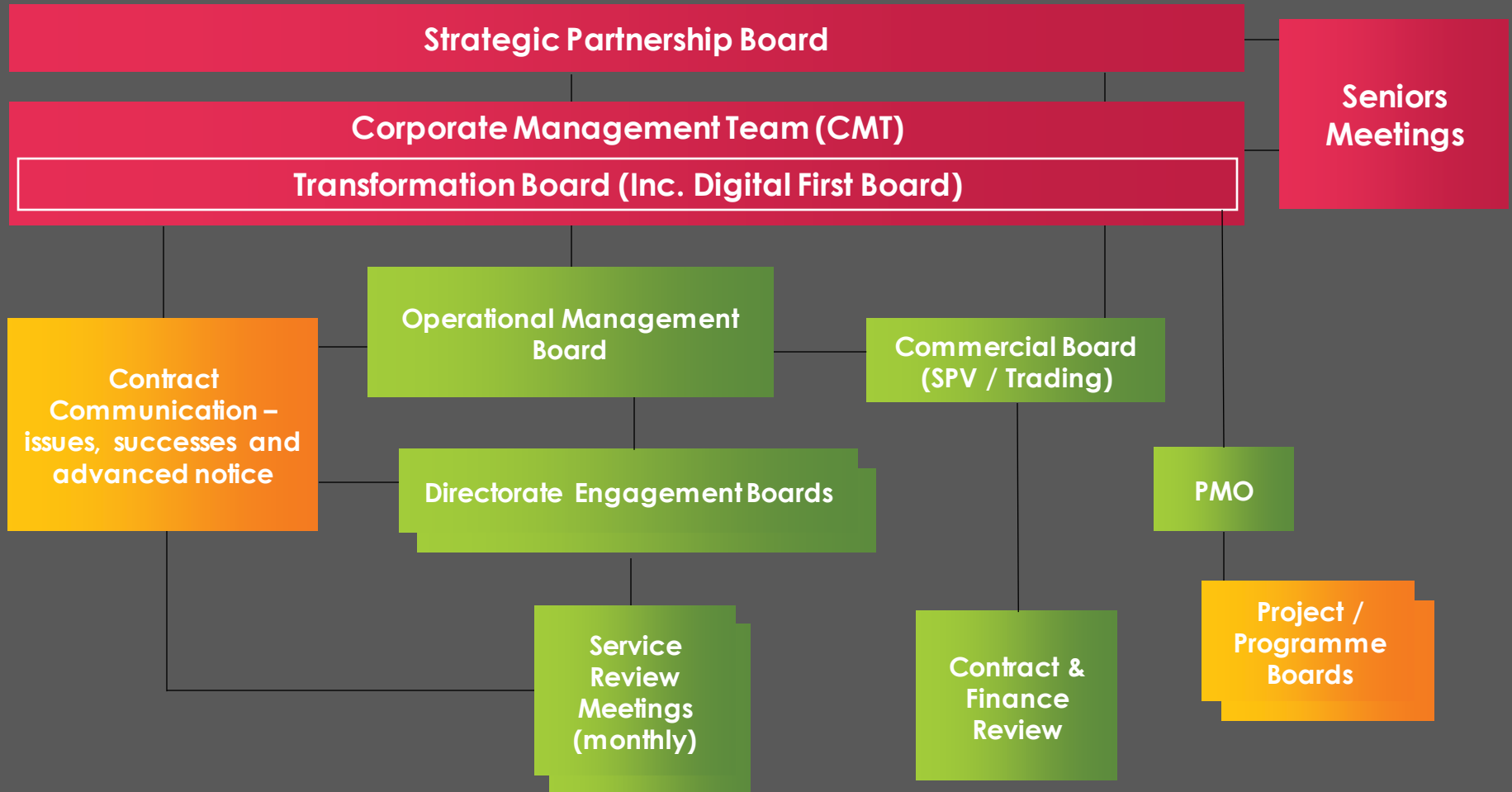
- Value £473k
- 17 Staff employed
- Scope of service includes:
 - Corporate payroll service, schools payroll service (traded), HR transactions – recruitment, contract provision, absence
- Shared system with B&NES generating income for NSC (delivered via NSC infrastructure)
- Volumes 41,739 payslips issued (21,613 corp)
- Value £62.84 million paid
- Paying 34 Schools (income)



Governance Structures



Governance Structure



Management Structure

Interim Head of
Support Services
Stuart Anstead



ICT Director
Paul Stickley



Business
Support & Cust
Services Director
Rob Liddell

Agilisys Client
Director
Steve Mawn



Liberata
Partnership
Director
Mark Price



Finance - Senior
Operations
Manager
Stephen Wilton



R&B Service
Delivery
Manager
Vacant



Facilities
Delivery
Manager
Nicky Amos



Contract &
Commercial
Manager
(Vacant)



Customer &
Digital Services
Manager
Simone Davey



Information
Management
& ICT Security
Mike Riggall

Contract KPIs

35 Monthly Indicators	Service Credit	Incentive Allow'ce	Service Credit	Incentive Allow'ce	Service Credit	Incentive Allow'ce	Annual Management Fee			£
30 KPIs	£0	£29,351	£0	£44,725	£0	£50,316				
5 Strategic Pis (no incentive or credit)										
KPI	Oct-18		Nov-18		Dec-18		MPS 2018	TPS 2018	EPS 2018	Service Credits/Incentive Allowance
Customer Service External										
1 Channel Shift	-2.1%	£0	-3.9%	£0	-5.3%	£0		-5%		n/a
2 Customer Satisfaction Face to Face	89.20%	£4,193	86.00%	£4,193	85.56%	£4,193	<75%	80%	>85%	£4,193
3 Contact Centre Customer Satisfaction	99.40%	£4,193	99.00%	£4,193	99.46%	£4,193	<90%	93%	>96%	£4,193
4 The % of recorded calls meeting the defined quality standard	92.77%	£0	100.00%	£2,795	96.20%	£2,795	<85%	90%	>95%	£2,795
5 Call abandonment rate (Unmet Demand)	3.30%	£0	3.58%	£0	3.40%	£0	<7%	5%	<3%	£2,795
5a Care Connect Balance Score Card	5.00	£0	5.00	£0	6.00	£0	3.00	4.00	5.00	n/a
5b Gov Metric Website Customer Satisfaction	-0.59	£0	-0.42	£0	-0.46	£0	>-0.3	-0.20	<-0.1	n/a
Service Centre										
6 Satisfaction Rating	97.30%	£0	100.00%	£2,795	100.00%	£2,795	<92%	95%	>98%	£2,795
8 Internal Call abandonment rate	3.09%	£0	3.57%	£0	3.05%	£0	>6%	4%	<2%	£1,398
9 Business Support Applications	8	£2,795	8	£2,795	8	£2,795	6>	7	8>	£2,795
Revenues										
	67.33%		76.76%		85.89%					
11 Council Tax In Year collection (BVPI9)	67.72%	£0	77.07%	£0	86.30%	£0	96.8%	97.80%		£4,193
Target	16.13%		18.83%		18.54%					
12 Council Tax arrears collection	10.29%	£0	under review	£0	16.70%	£0	<18.5%	22.50%		£2,795
Target	66.40%		74.82%		83.97%					
13 NNDR In Year collection	66.12%	£0	74.79%	£0	84.35%	£0	97.2%	98.2%		£4,193
Target	16.98%		19.60%		20.81%					
14 NNDR Arrears Collection	17.36%	£0	18.49%	£0	19.28%	£0		25%		£2,795
15 Overall % rate of in-year sundry debt collection	83.07%	£0	93.75%	£4,193	91.53%	£4,193	<70%	80%	<90%	£4,193
Benefits										
16 Benefit Processing Speed - New Claims	15.74	£2,795	11.92	£2,795	13.19	£2,795	>20 Days	18 Days	<16 Days	£2,795
17 Benefit Processing Speed - Change in Circumstances	5.17	£0	4.40	£0	3.66	£0	> 7 Days	5 Days	< 3 Days	£2,795
18 Quality of Decisions	96.44%	£2,795	96.02%	£2,795	96.40%	£2,795	<85%	90%	>95%	£2,795
19 Housing Benefit overpayments collection rate	£583,627	£0	£666,938	£0	£750,299	£4,193	£616,000	£690,000	£764,000	£4,193
Threshold	£143,781		£161,122		£178,118					
20 Total amount of Local Authority Error overpayments	£130,178	£0	£146,671	£0	£152,664	£0	Above lower threshold	Below lower threshold		£4,193

Contract KPI (2)

	Oct-18		Nov-18		Dec-18		MPS 2018	TPS 2018	EPS 2018	Service Credits/Incentive Allowance	
ICT											
21	Resolution of ICT Incidents within agreed SLA	98.21%	£4,193	98.70%	£4,193	97.24%	£4,193	<92%	94%	>96%	£4,193
22	% Incident Calls that have to be re-opened by the ICT Service Desk	1.46%	£0	1.12%	£0	0.94%	£1,398	>2.8%	1.8%	<1%	£1,398
23	Resolution of Service Requests within agreed SLA	97.98%	£4,193	98.16%	£4,193	97.52%	£4,193	<91%	94%	>97%	£4,193
24	% Service Request Calls that have to be re-opened by the ICT Service Desk	0.86%	£0	0.71%	£1,398	0.50%	£1,398	>2.8%	1.8%	<1%	£1,398
25	Overall Desktop performance	4	£0	3.8	£0	4.1	£0	<3.8	4.0	4.2	£4,193
ICT Projects											
26	Project Performance	71.00%	£0	75.00%	£2,795	82.00%	£2,795	<65%	70.0%	>75%	£2,795
HR/Payroll											
27	Payroll accuracy / Error rate, overpayments	99.70%	£0	99.92%	£0	99.92%	£0	<99.3%	99.7%	100%	£2,795
28	% of contracts issued within 30 days of full information received	100%	£1,398	100%	£1,398	100%	£1,398	<85%	90%	>95%	£1,398
29	Statutory returns submitted on time	100%	£0	100%	£0	100%	£0	<95%	100%		£2,795
30	Response time of correspondence via whitemail/ telephone/ email within council customerservice standards	95.16%	£0	95.56%	£0	96.39%	£0	<92%	95%	>98%	£1,398
Creditors											
31	Payments Processed within two days	99.83%	£1,398	99.44%	£1,398	99.69%	£1,398	<93%	96%	>99%	£1,398
Cash & Bank Reconciliation											
35	% of planned cash collections made on schedule	98.65%	£1,398	99.62%	£1,398	98.59%	£1,398	<92%	96%	>98%	£1,398
Facilities											
36	FM Services delivered within SLA	99.74%	£0	99.64%	£1,398	99.74%	£1,398	<98.5%	99%	>99.5%	£1,398
CPE											
37	CPE Administration	75.70%	£0	78.80%	£0	70%	£0	<63%	70%	>77%	n/a for 12 months
38	Trading KPI (£50k achieved)	n/a	£0	£18,000	£0	£18,000	£0	<	£50,000.00	>	n/a



The Future



New behaviours & values change programme

Extra
Step



**Customer
Centred**

“Prevent
Complaints”

“End-to-end
Actions”

**Passionate Work
Force**

“Recognition &
motivation”

“Cross-skilling”

“Look forward”

“Facts lead to
Possibilities”

**Modern
Workforce**

“Collaboration &
comms tools”

“How do I...”

“Print Reduction”



Bromford.



- Wholly LA owned venture
 - Utilising peer to peer trading & our partnership skills
 - Partnership contains appropriate headroom
 - Focusing around Transformation, ICT, Information Governance & service delivery consultancy
 - Provides governance mechanism for sharing services
 - Component in 'Cultural Shift'
- Current trading opportunities:
- WECA, Bristol, Barnsley, Welsh Water, etc

What's next...

- Future look – Transformation Pipeline with key themes:
 - smarter working, shared services & platforms, asset maximisation, income maximisation, customer satisfaction, mobile and flexible working
- Enhance technical knowledge for Staff via Microsoft Office 365 tools (Smarter Working Programme)
- Adult Social Care reform processes and performance management
- Digital Team – Improvements in online delivery tools
- Delivery of 2019/20 savings
- Robotics in Business Support and Adult social care pilot / chatbot technology in contact centre
- Consider MS Dynamics – next generation of customer platform supported by local services
- External trading - WECA



Backup Slides



NSC Client Team

Head of Support Services
Stuart Anstead



Contract & Commercial Manager
(Vacant)



Information Management & ICT Security
Mike Riggall



Customer & Digital Services Manager
Simone Davey



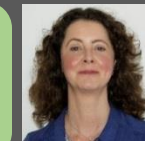
Financial Monitoring Officer
Vino Srikanth



Information Governance Officer
Lynsey Wilson



Customer Services and Business Support
Kieran Warren



Financial Apprentice
Sam McLaugh



Information Governance Assistant
Katherine Webb



Customer Services Officer
Sarah Black



Monitoring Officer
Emma Weatherley



Info Govern Apprentice
Vacant



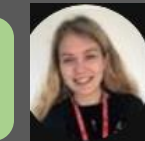
Customer Services Officer
Joanna White



Monitoring Officer
Sarah Thorne



Customer Services Apprentice
Courtney Bevan



ICT Support Officer
Jane Horner





Five year Transformation – Future Look



Future look progress



The Partnership committed to look at potential savings areas on 4th Sept.



We have defined three themes based on current learning across our client base.



- **Demand management**



- **Customer & Digital**



- **Growth and Reduction**



Through consultation across the partnership and business we have Identified 7 initial ideas per theme.



A workshop is booked for the 19th of Nov with SME's to expand on ideas and define if business case required.



Growth and Reduction

Customer & Digital

Demand Management

SPV – Growth
 - Hillingdon – 100 Jobs
 - WECA – ICT provision

High

Policy / Incentives
 - Tiered Service – Paper Premium
 - Channel Verification i.e. using the correct channels

High

Waste / Digital Nudge
 - Further Increases recycling
 - 3rd sector organisations
 - Digital Team

Medium

Shared partnership Services Review
 - Carelink
 - Contact Centres
 - Procurement culture

Medium

Advice and Guidance portal (NSOD)
 - Artificial Intelligence
 - Chat bots

High

Adults Social Care change programme
 - AIS system replacement
 - Performance Management
 - Adult Social care procurement
 - Proactive Carelink

High

Contract Extension & pre-payments
 - Reduction in total charge via early payment methods

High

Digital marketing
 - Fostering
 - Income streams

Low

Children's Change programme
 - System utilisation check
 - Performance management
 - Interfaces

High

Storage and Compute
 - Reduction in storage and compute spend by moving to free storage.
 - Product to replace with stub data

Low

KPI business led review.
 - Leads into organisational culture piece

Low

Revs & Benefits Review
 - Universal Credit
 - Policy Claim Assessment Process

High

Additional services
 Licencing, Car Parking,
 Financial Assessment,
 GIS / Land charges, Graphics

Medium

Cheque & Cashless Council
 - Kiosks
 - Car parking
 - Other

High

Robotic Process Automation
 - Adult Social Care
 - Blue Badge
 - Concessionary fares

Medium

Office Rationalisation
 - Workstyles
 - Rental income
 - Common Office

Low

Paperless Council
 - MFD reduction
 - Digital interaction TXT platform

Low

Digital Prediction Intervention
 - Homeless
 - Adult Social Care – Carelink

Medium

Third party contracts review Approx. 20% of contract
 - Virgin WAN
 - Suppliers

High

Enhanced Digital Platform
 - CXM – Enhanced digital platform delivery

Medium

Digital Only
 - Reduced reliance on telephony and F2F

High

Completed and active transformation projects

- Financial Management System replacement
- Office Amalgamation
- HR & Payroll system upgrade
- SourceDocs (EDRMS)
- Agilisys Digital (enquiry handling)
- Planning, Building Control & Land Charges system replacement
- **Digital Team (customer journeys)**
- New public web site
- Payment Solutions (payfirst)
- **Adults Social Care replacement & Children's**
- Mobile working
- Intranet replacement (O365)