

## Corporate Scrutiny Service Summary Documents

<b>Directorate: Commercial &amp; Customer Service Inc. ICT</b>				
<b>Date: 22/02/2021</b>				
<b>Performance Evaluation</b>				
Corporate Performance Measures (KPI's)				
PI No.	Description	Quarter outturn		Score
		Actual	Target	
PI.47	% of Corporate Complaints given a full response within 20 working days	79.0%	85.0%	
PI.2078	Number of Customer Compliments received	324	150	
PI.2079	Number of Corporate Complaints received	463	275	
PI.2036	Number of new customers onto the revolution traded services portal	6	2	
PI.1902	Average data network availability	99.63	99.5	
PI.1903	Average key ICT systems availability	99.99	99.75	
PI.1904	ICT Incidents resolved within agreed resolution times	86.89	90	
PI.1905	Use of self-service and service automation channels for raising ICT incidents and requests	81.22	80	
<b>Benchmarking (with local authorities/nearest neighbours)</b>				
<b>Customer Services</b>				
<ul style="list-style-type: none"> <li>Dudley Council Plus lead LACCF (Local Authority Contact Centre Forum) for benchmarking on targets and activities of Customer Services. LACCF comprises Customer Service Managers in the public sector. This year we benchmarked opening hours, walk in centre approaches, contact centre systems and providers, hybrid working and training approaches and recruitment challenges.</li> </ul>				
<b>Digital &amp; Technology Services</b>				
<ul style="list-style-type: none"> <li>No formal benchmarking but extensive engagement with Councils across the country.</li> <li>Regular meetings with strategic partners e.g., Microsoft to assess where we are on the development roadmap compared to our peers</li> <li>Surveyed a range of councils on how they manage web content. Insight underpinned funding for new structure to deliver up to date and accurate content.</li> <li>Interviewed a range of councils on digital platform suppliers, deployment timeframes and costs to inform our business case for a new digital platform.</li> </ul>				
<b>Commercial</b>				

- Due to commercial sensitivities no formal benchmarking data is available.
- Carried out comprehensive interviews with Councils that set-up JVs for the recruitment of non-permanent staff to establish best practice.
- Discussed commercial strategy with range of Councils to inform our own strategy.

### **Procurement**

- Completed LGA comparator assessment at a national and regional level which has identified where we are strong and weak compared to our peers.

### **Overview of Service Delivery (include any issues / risks)**

#### **Customer Services**

- Corporate contact centre including council tax, benefits, switchboard, environmental, housing, and public health services. Other activities managed include managing the Councillor Contact and complaints process, Local Government Ombudsman casework, Tell Us Once, and Blue Badge. This year we also managed the test and trace team. Customers use many channels to contact us: telephone, online self-service, email, social media, and in-person.
- KPIs include telephone and walk-in answer rates.
- DC+ also collate reporting for corporate complaints KPIs and lead a Resident Action Group who feed into the commentary as to complaints trends, causes and learning outcomes. DC+ have updated the complaints policy and improved the complaints handling process. They are taking these changes through the governance process.
- Current projects include a replacement digital front door solution and reviewing future channel shift opportunities to further digitalise our services and drive self-service, automation, and integration with the back offices. Also assisting a corporate approach to helping people with financial struggles, supporting ongoing financial schemes, the latest being the council tax refunds relating to energy rebates, which is generating thousands of contacts.
- Biggest issue has been staffing (we have had vacancies throughout the year) and not achieving our KPIs. The 2 issues are connected. We have put in place new ways of recruiting and have “re-contracted” with advisors and team leaders.

#### **Digital & Technology**

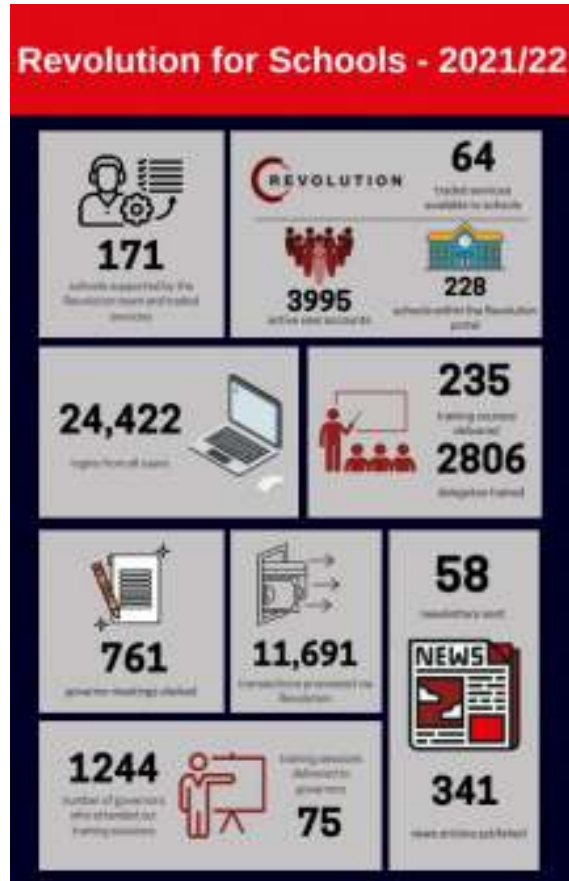
- The service area digitises council services ensuring that digital enables the organisation to transform and develops, maintains the digital platform through which residents and businesses engage with us, manage the deployment, development, monitoring, maintenance, upgrading and supporting of organisational IT systems, keep the council safe through a cyber security programme, and support staff and members by advising and **managing all incidents**, problems, and change/service requests
- This year we completed 80% of a full restructure of the ICT team creating 2 service areas: Digital and Technology Systems to better enable us to achieve our strategic goal and meet the aspirations of residents, members, and staff.
- We set up a governance structure to ensure that we are delivering the outcomes the Council seeks and developed a roadmap of all projects and agreed a way of prioritising them.
- We have continued work on cyber security including deploying BitLocker (saving 49K approx.), enabled mitigation against ransomware attacks by implementing encryption and retention Lock on

our DataDomain (funded by MHCLG), retained compliance with the Public Sector Network security criteria

- Microsoft Enterprise Agreement is completed and signed off for next 3 years and we upgraded Exchange to the latest 2019 version
- We carried out projects across the business including deploying systems for the new leisure centre, replaced revs and bens operational systems, upgraded liquid logic, introduced in-cab technology and other improvements in public realm, housing and planning and regeneration.
- Key issues are recruitment of specialise staff, transformation to cloud, procurement and deployment of a new digital platform and funding for the transformation

**Commercial**

- Strategy report on commercial income and activity presented to SEB and Informal Cabinet Sept to demonstrate impact to date and detailed proposals for the coming 12 months.
- Delivered business case proposals and pricing changes forecast to generate £820k surplus over 3 years.
- Developed and executed the strategy for the agency project approved by Council and now into mobilisation stages.
- Revolution for Schools – continued business as usual engagement - key statistics for delivery



www.revolutionforschools.co.uk  
01704 014194

- Key issues are creating a sales capability to enable delivery of the business cases and creating a wider commercial culture within the council.

#### **DGfL**

- Dudley Grid for Learning Contract between RM / Digital and ICT service and Dudley Schools commenced on the 1st February – effective contract management is ongoing.
- Effective delivery of IT services to schools has continued throughout the last 12 months.
- Next phase will be to plan for 2025 exit of the contract, considering all associated risks and mitigation.

#### **Procurement**

- The service supports all council areas to maximise both cashable and non-cashable benefits from all third party spend.
- This year we improved the service by adopting a pro-active, consultative procurement service and revised policies and procedures. We managed over [x] tenders.
- We have ensured the social value policy and processes are in place and council wide training is delivered.
- Key issues: continue the improvement programme which includes the development of category plans; retention and recruitment of specialist staff; culture change and agreeing a corporate approach for contract management.

#### **Workforce Metrics**

**Service Achievements** (*report of any external accreditation, nomination for awards, positive publicity, during the past quarter*)

#### **Customer Services**

- Meeting contact centre targets has been challenging and unsuccessful compared to previous years due to surges in contact volumes post-pandemic (linked to service areas needing to resurrect debt recovery action and ceasing of covid related grants and assistance) and staffing headcount issues. Staff absence and recruitment shortfalls are an issue nationally.

- Service areas are working with DC+ to ensure suitable communications and self-service online channels are pursued for all initiatives.
- Staff absence has vastly reduced post-covid, through use of council policy and redeployment opportunities.
- Recruitment issues are being tackled via new regimes introduced to seek more home workers, apprentices and avoid vacancies being carried by predicting and recruiting ahead, rather than waiting for official notice periods but staying within budget.
- Individual staff performance monitoring has been relaunched, with a new focus on staff being accountable for the areas they can truly manage, with Team Managers accountable for ensuring follow up.
- A customer service event took place in March 2022 to relaunch and refocus our post-pandemic service with all staff and management.

#### **Digital & ICT**

- Signed PCI (Payment Card Industry) compliance documents, improving our security for handling credit and debit card payments across our main payment channels
- Website ranked in top 10 nationally for accessibility as measured by external Socitm survey

#### **Commercial**

- No complaints received.
- Education Business Award for School Procurement received by the RevolutionforSchools team in July 2021 for the work to support schools during the pandemic.

#### **Procurement**

- No challenges to contract awards have been successful
- Identification of 5.4% average savings on contracts retendered during the past twelve months

#### **Opportunities for Improvement** *(information relating to service complaints / compliments and learning from these.*

##### **Customer Services**

- New complaints policy and procedure drafted, currently being consulted via SEB.
- Resident Action Group established to drive accountability in quality and timely complaints handling, with root cause analysis and learning from complaints.

##### **Procurement**

- Recruitment and retention of Head of Service and Business Partner posts

#### **Any additional information relevant to Corporate Scrutiny**

- No further comments.