

Slough BC and Arvato Strategic Partnership Overview & Scrutiny – January 2019

Performance Report

April 2018 to September 2018



Contents

- OPERATIONAL PERFORMANCE SUMMARY
- ENGAGEMENT UPDATE
- ANALYSIS OF SELECTED KPI'S*
 - To be reviewed in conjunction with KPI datasheet
 - To provide members with additional insight into how KPI's are structured and help answer some questions raised – eg:
 - Why do some monthly outturns regularly fall below annual targets
 - What volumes can be shared to add context to the numbers and to the Red; Amber; Green status shown in the data sheet
 - Detail and graphical summaries to illustrate current progress for high profile indicators
 - Customer Service KPI's
 - Call Centre Measures & Volumes
 - KPI, CS03B – Council Tax & Benefit Calls – Answered / Abandoned and Volumes
 - KPI, CS03A – Council Tax Telephone Calls – within SLA
 - Council Tax Collection
 - Housing Benefits – New Claims (Impacted by Universal Credit roll-out)

** NOTE - This Overview & Scrutiny report is for period April to September 2018. For improved clarity in the analysis of selected KPI's, data up to and including November 2018 has been used in the data and graphical summaries.*

Operational Performance Summary

Revenues and Benefits

- C.Tax collection at same percentage as this point last year £3m additional cash collected.
- NNDR tracking slightly behind last year in %'age terms but also ahead on Collection by £1m.
- Changes PI in benefits on track
- New claims is behind target but mitigation in place to address impact of Universal Credit in 2nd half of year

Transactional HR & Payroll

- All KPI's achieved in the first half of the year.
- over 14,700 payslips successfully processed
- the bedding in of self-service across SBC and SCST continues

Transactional Finance

- 100% of KPI's achieved during first half of the year
- Successful transfer back to SBC of the Former Tenant Debt function at end of Q2.
- Worked with SBC to prepare for paperless Direct debits roll-out to Housing tenants in early Q3

Total CTAX Debt Collected	Total Business Rates Collected	No of face to face Interactions	No of calls handled
£36.5M	£79.8M	24,065	85,667

Customer Services

- Front of House has seen a 10% increase in customers compared to this period last year with C.Tax calls into Call centre also up by 12% but performance in both areas remains strong and KPI's are on track
- Overall there have been improvement in both CC and FoH kpi's this year

Logistics

- During the Q2 there has been a recovery from early challenges in meeting KPI's.
- Training completed on document indexing for the Tenant Services.
- Courier routes being revised on an ongoing basis to meet changing SBC needs.

ICT

- ITSM Tool (fault logging system) has been procured and planning underway to go live in Q3.
- Election support supplied by the team and good feedback received
- Liquid Logic Migration – Completed successfully
- ITIL training and certification for key staff

Engagement Update

- Arvato continues to see significant recruitment into our business with c800 staff based in our UK & Ireland Head Office in Slough
- Following successful members visits early in the year Arvato are planning a further visit to our site for newer members in Q3 of 2018.19
- Since 2012 Arvato have been working in partnership with SBC as our main provider for Apprenticeships to our Slough site. Predominately providing apprenticeships in Customer Service level 2 and Business Administration level 2 – to date have delivered a total of 63 apprenticeships in Slough many of who have moved on to employment either with Arvato or SBC.
- Arvato also continue to welcome and support LAC Apprentices, one of whom is still with us in our marketing team and has recently been nominated in the Inspiration Award category for the Slough Youth Awards, to be held in November 18.
- Since 2017 and the induction of the Apprenticeship Levy, employers now have the opportunity to offer higher level apprenticeships to their workforce. Arvato has determined our apprentice commitment in future will add in a higher level of skill set for our existing apprentices and colleagues. This will be transferrable upon exit and in keeping with both Arvato and SBC Academy Apprenticeship models.
- Arvato also continues it's work to promote income maximization with dedicated staff working with SBC colleagues, partners and community groups to ensure residents are aware of the benefits they can claim and to support them through the application process.



CALL CENTRE KPI'S

- Overall Volumes – All Call Queues
- Council Tax & Benefits – Speed To Answer
- Council Tax & Benefits – Volumes & Demand

Overall Call Centre Volumes – *Information only, not linked to any single KPI*

The charts below illustrate the overall volumes of calls into the call centre and the split between the different types of KPIs

- Call Centre KPI's are managed in two main ways for each of our call queues:
 - Calls Answered & Abandoned – the percentage of customers who call, and have their call answered
 - Speed to Answer – the percentage of those calls answered, which are answered within 30 seconds
 - The annual percentage targets are all set against each KPI according to SBC prioritisation of the call type (eg – adult and children's queues have the highest “speed to answer” target)
- To date in 2018.19 the call centre has answered 113k calls of which 69k were answered within 30 seconds, 11% of calls were abandoned (chart 1)
- The data below also shows variations in demand, different on all queues, but shown here for the centre overall. Similar breakdowns can be provided for other channels (chart 2)

Chart 1 - Split of Call Volumes - Apr to Nov - 2018.19

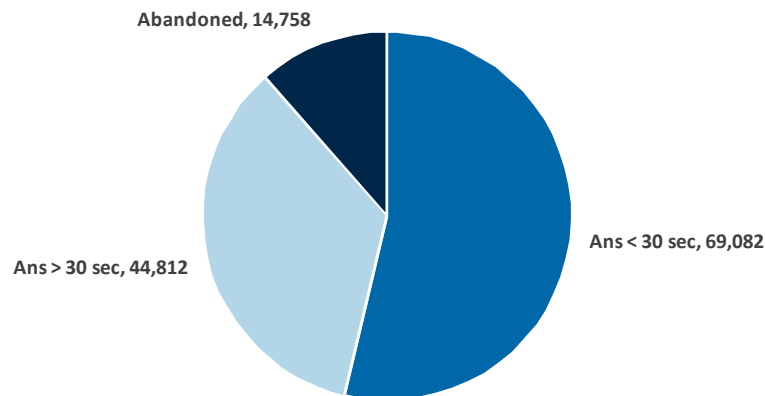
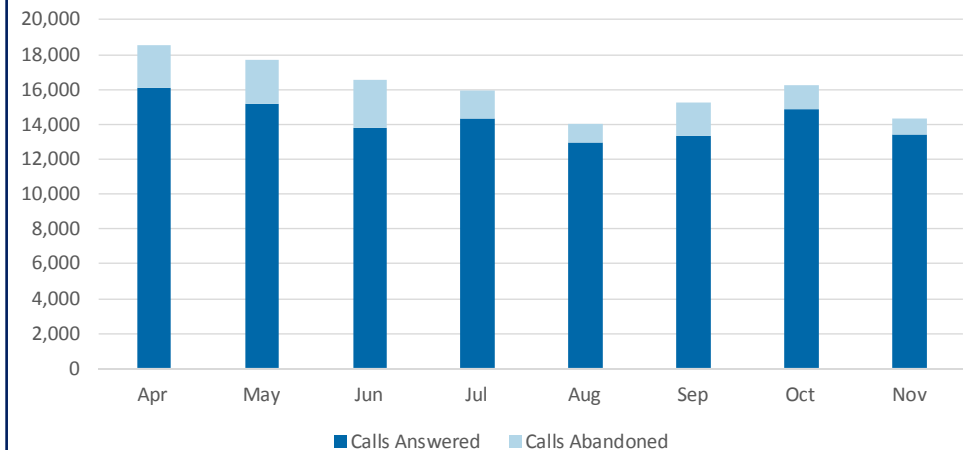


Chart 2 – Call Volumes - Answered & Abandoned



KPI, CS3A - Council Tax & Benefits Calls Answered within service level (speed to answer)

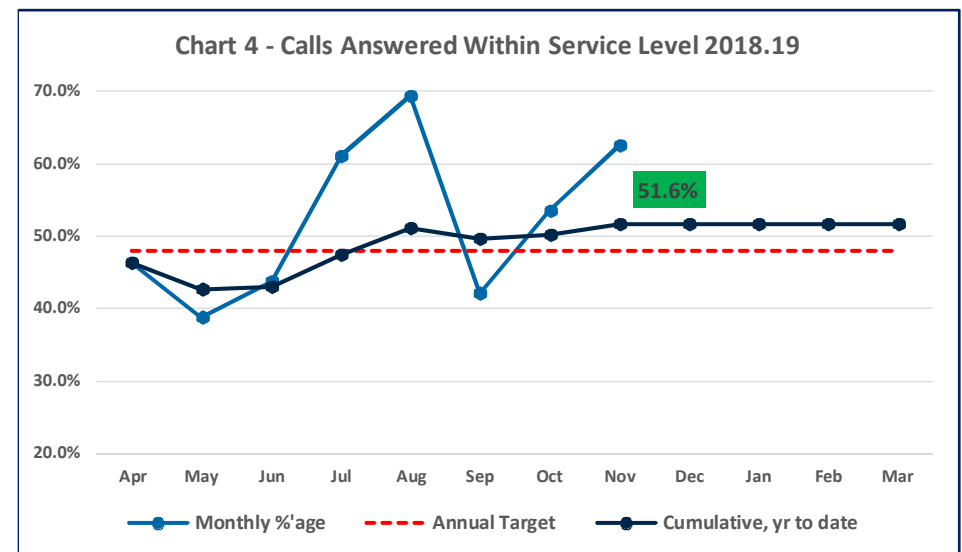
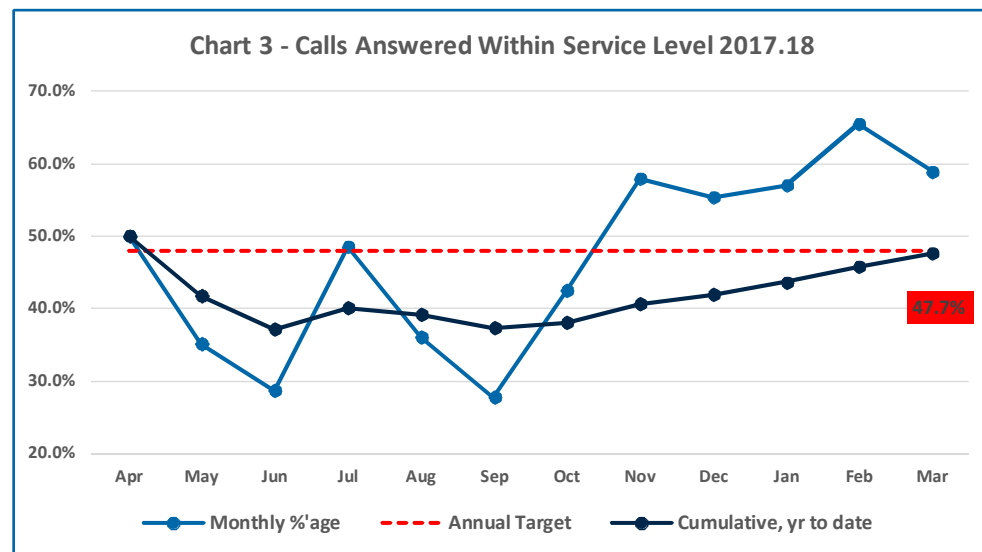
The charts below illustrates how fluctuating monthly KPI outturns contribute to attainment, or not, of an Annual KPI Target

→ 2017.18 (chart 3)

- Monthly fluctuations due to peaks and troughs in demand are the norm in any call centre
- For this call queue the 2017.18 annual outturn was a marginal failure, 47.7% against a target of 48.0%, as reported to Scrutiny and Review in September 2018

→ 2018.19 (chart 4)

- The fluctuations continue in the current year with half of the monthly outturns being below annual target level
- However, the year to date position, due to strengthened management of this KPI, sees the cumulative position for year to date above target level



KPI, CS3B - Council Tax Calls Answered (proportion)

These charts shows again fluctuation in monthly KPI outturns but also show how volumes can vary month to month.

→ Calls Answered 2018.19 year to date (chart 5)

- Again monthly fluctuations around the outturn of the KPI are evident and a positive current position is indicated for this KPI despite occasional monthly dips.

→ Call Volumes (chart 6)

- An observation in this graph is the fluctuations in demand. This picture is reflected in all our call queues, though the timing of peaks and troughs often vary.
- Volumes vary significantly in this queue between a low of 5,000 calls in August to a high so far **this year** of over 7,100 in April.
- For information, March volumes (annual billing) are also shown in the volumes chart to show the biggest numbers in any year with over 8,900 calls

Chart 5 - Proportion of Calls Answered 2018.19

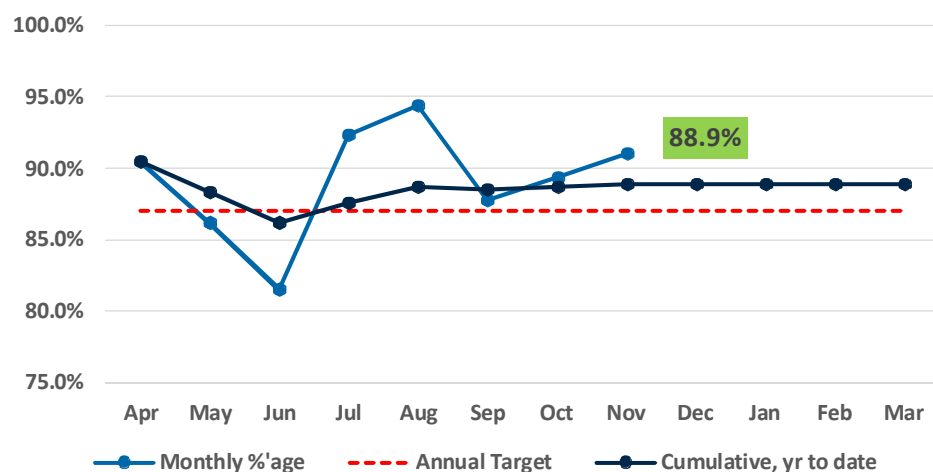
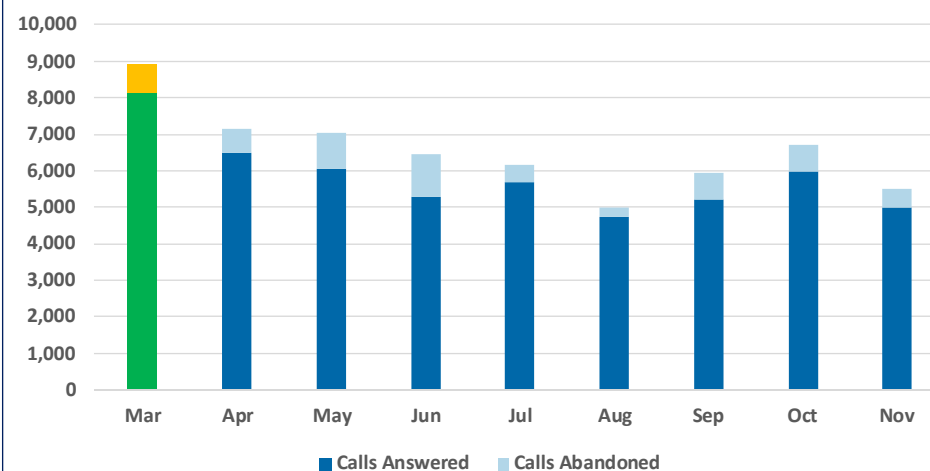


Chart 6 - Call Volumes - Answered & Abandoned



COUNCIL TAX & BENEFITS

- Council Tax Collection
- Benefits – New Claims Processing

KPI L10 - Council Tax In Year Collection

This KPI is critical to SBC and is based on the amount of the current year Council Tax collected within the financial year.

→ The Challenge in Calculating progress:

- Bills are issued each March but a challenge for ongoing reporting purposes is that the value of Council Tax owed by residents changes every day.
- On a daily basis Benefit is awarded or withdrawn; discounts are applied or removed; new properties come into the list or are taken out.

→ Routinely we track this year against progress in previous years but “in month” changes make comparison indicative rather than definitive, eg:

- The 2018.19 percentage is behind last year (chart 7) but is impacted by a £802k increase in the collectable amount compared to a £335k in the same period last year.
- As an alternative view, Cash collected is £3m ahead (chart 8)
- As a result an empirical view derived from officers experience and understanding of the ongoing fluctuations is likely to be of more use, in this case, than the data itself - the current assessment of progress for this year is positive.

Chart 7 - Year to date collection to November (%'age)

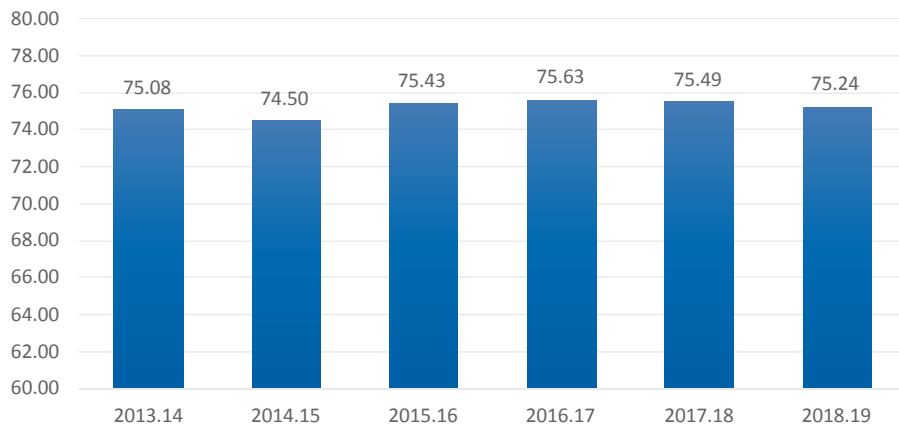
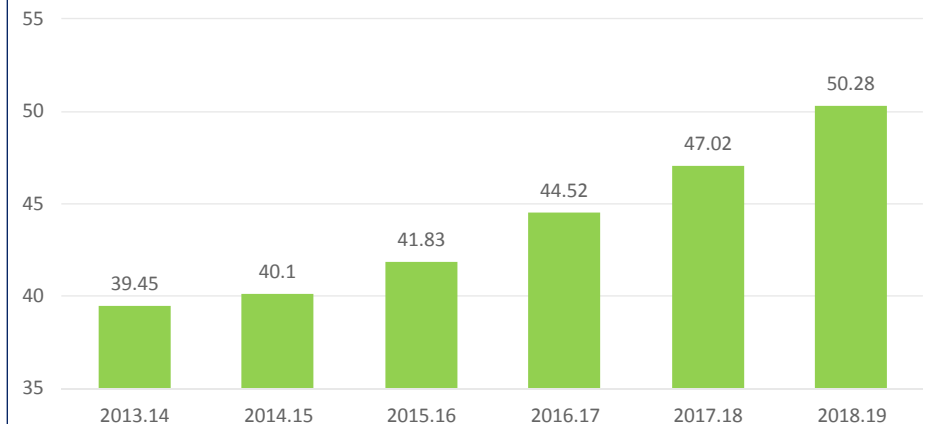


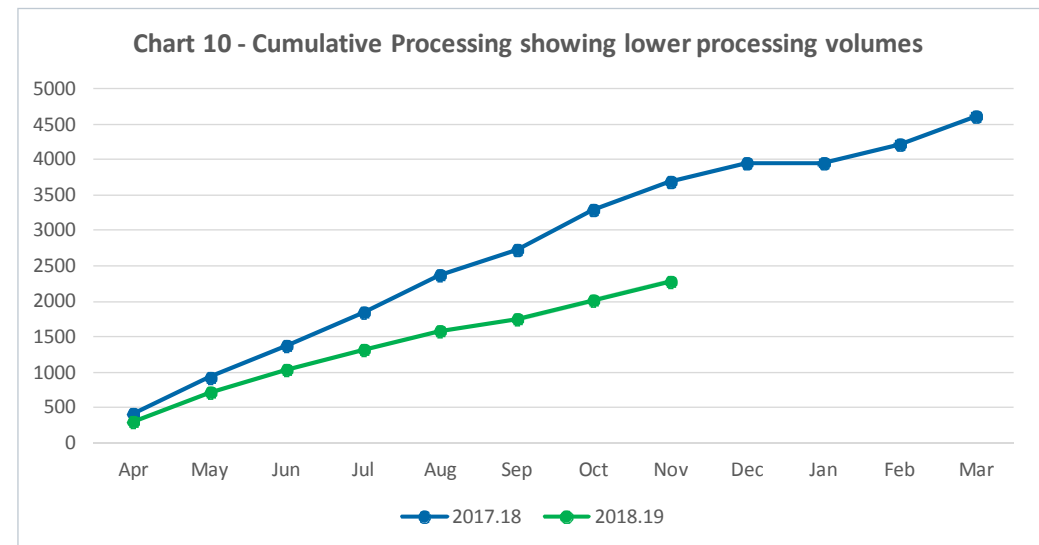
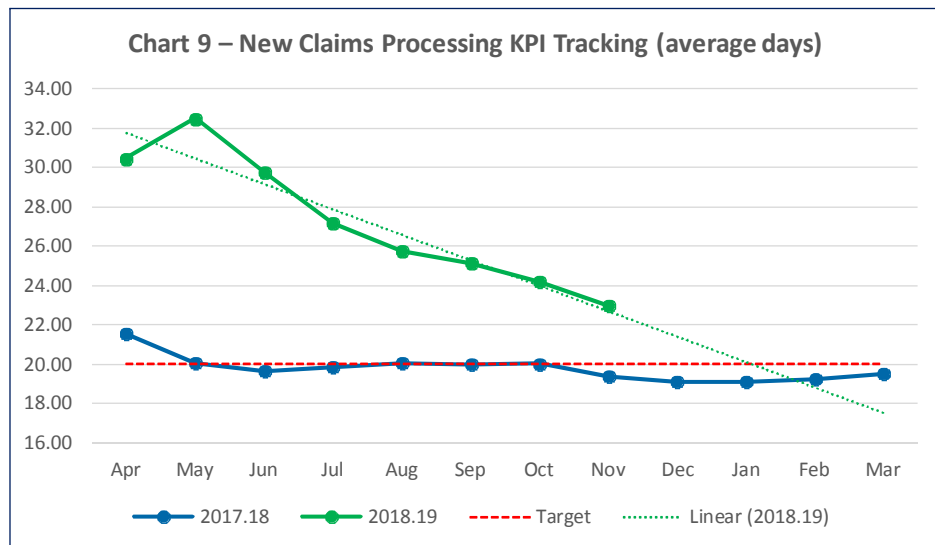
Chart 8 - Year to date collection to November (£m's)



KPI L13a - Average time to process a Benefits Claim.

This KPI measures the time it takes to process a new application for Benefits.

- The demands of understanding, implementing and managing New Claims alongside the introduction of Universal Credit (UC) - (chart 9)
 - At the beginning of the year there was significant demands on this KPI inc staff training and general preparation for UC.
 - Despite additional funding support the early year performance was significantly behind that for 2017.18
 - There has been a concerted effort to understand how best to manage this KPI in the “new Reality” of UC. Since May 18 monthly improvements have been seen.
- The key pressure to this KPI from UC – (chart 10)
 - The UC roll-out picks up the less complex cases first leaving SBC to administer a reducing but more complex caseload.
 - This KPI measures **average** processing time and the loss of the quicker to resolve “simple cases” does little to ease the KPI position despite a lower volume of cases.
 - Another element in the “UC mix” is the increasing amount of information coming from DWP to be reviewed and actioned for existing benefit claims – ref KPI HB03



Thank you

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