

TASK AND FINISH GROUP



IMPACT OF THE 2011 RESTRUCTURE:

**CASHIERS,
CUSTOMER SERVICES,
CREDITORS AND INCOMES,
REVENUES & BENEFITS**

CONTEXT



General:

- **Inconsistent approach to customer care**
- Relatively high cost of income collection process
- Inconsistent management
- 50+ role profiles across the piece
- Relatively high sickness with low morale
- Staff working patterns at odds with service demands
- Little career development or opportunity
- **Need to reduce spend by circa £1m**

CONTEXT



Revenues and Benefits:

- Significant increasing in customer demand
- Numerous changes to legislation
- Below par performance with relatively high cost
- Low staff turnover
- Vast majority E grade jobs post JE – variable standard
- Changing to ‘Lean System’ way of working

APPROACH



- Address 3 year targets as one big change
- Engage staff in developing their own solutions
- Focus on core customer care and leadership skills
- Treat the whole structure as one
- Focus reduction on management posts to protect front line
- Fewer number of generic role profiles
- Focus on right people, with right skills in right jobs
- Consultation with Trade Unions throughout

POST RESTRUCTURE



CHANGES MADE

DUTY OF CARE (Cross Departmental)



- Regular Team Meetings & 121's for all staff
- Staff Briefings, 'Shout Outs' and Workshops
- Increased management visibility & open door policy
- Robust attendance management (with HR support)
- Promotion of Employee Assistance Programme
- Team Leader Development Programme
- 'Speed Dating' to introduce new team members
- Personal Development Plans in place
- Performance Corner & Information Centres

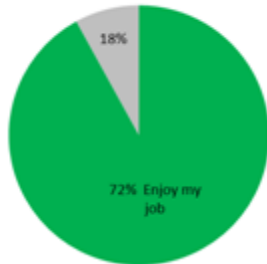
DUTY OF CARE



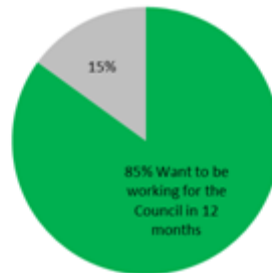
PLYMOUTH
CITY COUNCIL

Staff Survey Highlights

Employee Job Satisfaction (Customer Services)



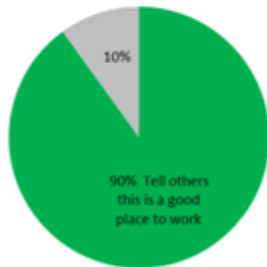
Employee Job Satisfaction (Customer Service)



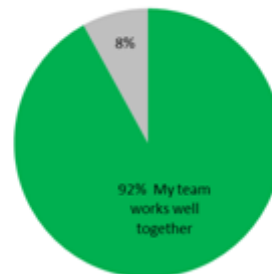
Employee Job Satisfaction (Revenues & Benefits)



Employee Job Satisfaction (Transaction Centre)



Employee Job Satisfaction (Transaction Centre)



Employee Job Satisfaction (Revenues & Benefits)



TRANSACTION CENTRE



IMPACTS OF AN INCREASED WORKLOAD

- Structure 22 employees:
 - 12 staff new to duties
 - 7 Pertemps agency staff
 - Team Leaders new to teams

- Initial training almost complete

- Reliance on Pertemps adds pressure of uncertainty on team

- Adopted consistent generic workload across all areas

- Some delays to processing suspense items

TRANSACTION CENTRE



EXPERIENCE OF CUSTOMERS & STAKEHOLDERS

- No formal feedback captured
- Stakeholder relationships developing well
- Positive informal feedback of call handling
- Cashiers feedback captured prior to closure

TRANSACTION CENTRE



BACKLOG/PROCESSING TIME

- Currently 3 days over target for invoice input
- Mailbox response times all on target
- Direct debit and other cash performance maintained
- Cash collection at normal rates
- Overall income collection bucking national trends

CUSTOMER SERVICES



IMPACTS OF AN INCREASED WORKLOAD

- Phone demand remains steady
- Face2Face demand marginally up
- Additional workload from Everyone Active calls absorbed
- Answer rates and wait times above target
- High % temporary staff in contact centre – business risk
- Training of staff in new roles nearing completion

CUSTOMER SERVICES



EXPERIENCE OF CUSTOMERS & STAKEHOLDERS

- Significant improved customer feedback post restructure
- 30+ compliments on Face2Face service in December
- Customer Service Excellence re-accreditation January '12



97% Satisfaction
(Exit Survey Dec 11)



94% Satisfaction
(Telephone Survey Dec
11)

CUSTOMER SERVICES



BACKLOG OF CASES

- None

PROCESSING TIMES OF CASES

- All targets are being met or exceeded

REVENUES AND BENEFITS



IMPACTS OF AN INCREASED WORKLOAD

- 30% new staff grades B to E (big loss of expertise)
- 5 new Team Leaders and 2 new managers
- Many vacancies at grade C and B
- Low staff morale - D/E split
- High requirement for training - HB and CTax
- Accuracy levels decreased (HB) at 87%
- Significant increase in customer demand (HB)

REVENUES AND BENEFITS



EXTERNAL FACTORS:

- Housing benefits claims increasing – 6% as at 31/1/12 to 31/04
- Economic situation will continue this trend
- DWP ATLAS programme - increase in work forecast 8-10%
- Local Housing Allowance changes increasing workloads
- Take-up campaign in advance of Welfare Reform changes
- End of year processes pressures – (HB and CTax)

REVENUES AND BENEFITS



RECOVERY PLAN

- 12 month training plan to increase resource flexibility
- Agency staff clearing backlog
- Improving performance management arrangements
- Work streams in progress to manage customer demand
- IT self service in progress to release capacity – April 12
- New telephony and hot desking technology
- DWP Performance Development Team – best practice
- Subsidy Officer and QA support for accuracy

REVENUES AND BENEFITS



EXPERIENCE OF CUSTOMERS & STAKEHOLDERS

- Informal feedback from customers still good
(Govmetric re-introduced to measure in Jan 12)
- Complaints reducing 18%
- Stakeholder feedback still good
(welfare groups and social/private landlords)
- Processing times improved on 10/11 but still not enough
- 48968 HB actions processed as at 31 Dec 11 (46491 Dec 10)

REVENUES AND BENEFITS



BACKLOG OF CASES

HB

- Sealed backlog 28/11/11 - 2600 cases (incl 600 new claims)
- Outstanding as at 26/1/12 – 1485 cases
- New claims – all in progress or complete

CTax

- Backlog small – focus on proactive recovery & new year billing

Business Rates

- Backlog none – focus on proactive recovery & new year billing

REVENUES AND BENEFITS



PLYMOUTH
CITY COUNCIL

HB - New claims Processing

- Target 20 days
- Actual 27.71 days

Change of circumstances Processing

- Target 15 days
- Actual 18.34 days

CTax Collection

- Target 82.10% £76,256m
- Actual 81.54% £75,737m

Business Rate Collection

- Target 87.31% £72,944m
- Actual 86.19% £72,010m

SUMMARY



KEY POINTS

- New structure only in place since November '11
- £1m spend reduction target met in one year!
- Cultural change / new ways of working essential to meet with increased demand
- Major training and development programme in place
- Performance maintained and improved throughout change
- Longer recovery for HB due to complexities of the service
- Commitment to formally review structure after 6 months