

## **Cabinet Committee on Performance Improvement**

Meeting to be held on Wednesday, 8 June 2016

Electoral Division affected: None
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### **Customer Access Performance Report**

Contact for further information:

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#### **Executive Summary**

This report provides an update for the Cabinet Committee on Performance Improvement on the operation and performance of the Customer Access Service.

#### **Recommendation**

The Cabinet Committee on Performance Improvement is asked to comment on and note the contents of this report.

#### **Background and Advice**

Customer Access (CA) is the first point of contact for 60% of all incoming telephony and email enquiries to Lancashire County Council. The CA strategic plan has been for additional services to be delivered by CA in order to better serve the citizens of Lancashire whilst improving costs and efficiency. The service is structured and divided into two distinct operational areas:

1. Within the dedicated Social Care Centre a highly specialised and sensitive service is delivered, offering information, advice and assistance on all matters relating to Adult and Children's social care. Requests ranging from simple ones, such as meals on wheels applications, are processed all the way through to handling the more complex child protection and safeguarding adult issues.
2. Within the Customer Contact Centre, twenty-six services are delivered including: Highways, Libraries, NowCard, Registrars, Certificates, Waste, Welfare Rights and alongside these a signposting service to direct customers to other agencies across the public sector, district councils and partner organisations.

The table below illustrates the volume of contacts presented for all services delivered through the centre:

	2014/15	2015/16
<b>Telephone Calls Offered</b>	1,120,594	1,133,048
<b>Telephone Calls Answered</b>	1,017,274	1,051,735
<b>% Answered</b>	90.8	92.8
<b>emails Received</b>	216,229	211,625
<b>emails Completed</b>	216,568	212,155
<b>% Completed</b>	100.2	100.3
<b>Total Contacts Received</b>	<b>1,336,823</b>	<b>1,344,673</b>

**Table 1: calls and emails received and handled year-on-year comparison. Where performance is over 100% for email contact, this is as a result of carry-over from the previous period**

Both operational areas have a requirement for staff to handle all manner of requests of varying complexities and as such a comprehensive training programme is in place supported by a commitment to their ongoing professional development. This in turn supports the delivery of a high quality service to customers to meet and hopefully exceed their expectations.

Customer advisors are supported by a dedicated training team who provide bespoke training packages for each of the services provided.

We continually measure performance so that:

- We can tell that enquiries are handled without undue delay. This is as a result of the accurate forecasting of call volumes by 15 minute interval by day. We then compare the forecast to the actual performance.
- Targets and objectives are set and consistently exceeded by making good use of workforce planning tools and management information.
- Customer experience is assessed and services re-engineered to deliver the optimum experience. We analyse the data from our customer satisfaction surveys.
- Regular communication and feedback from senior managers is taken on board. We meet periodically with Heads of Service to discuss the specific service needs.

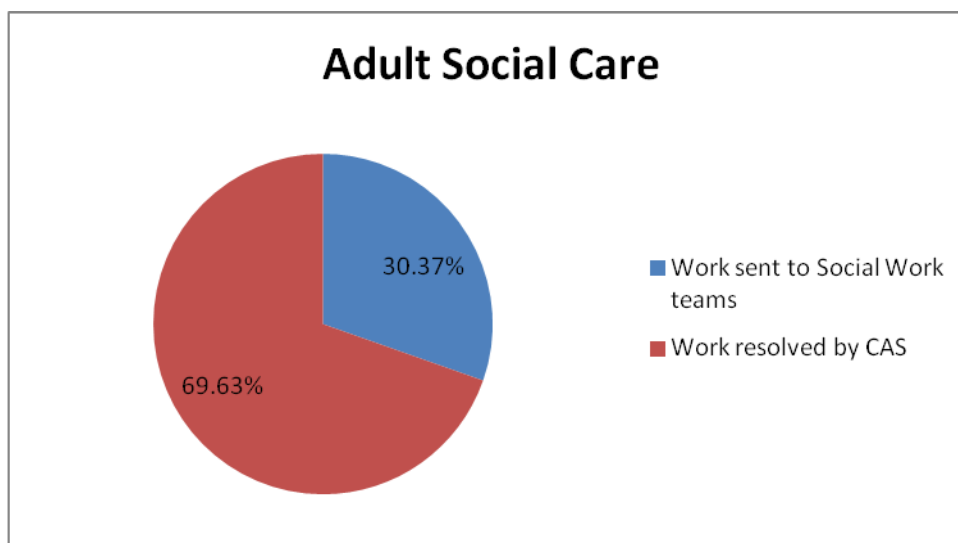
## **Performance, Transformation & Improvement**

The service is actively involved with delivering requirements to support the following work areas within the above programme:

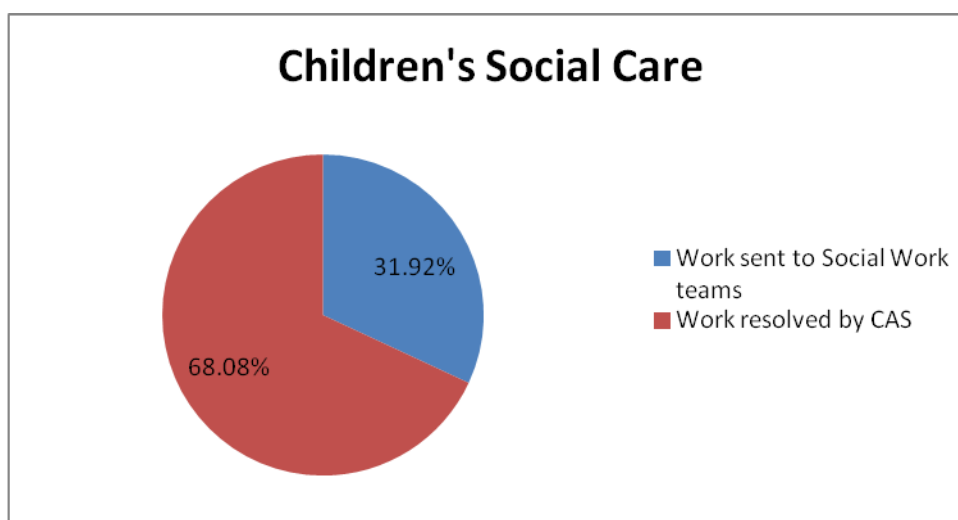
### **Adult and Children's Social Care**

In 2015/16, CA resolved 69.63% of Adult Social Care Contact and 68.08% of Children's Social Care Contacts.

Successful engagement and integration with these services has helped to increase the volume of non-complex work dealt with by CA at first point of contact whilst ensuring the delivery of a safe, effective service.



**Figure 1: Adult Social Care contact.**



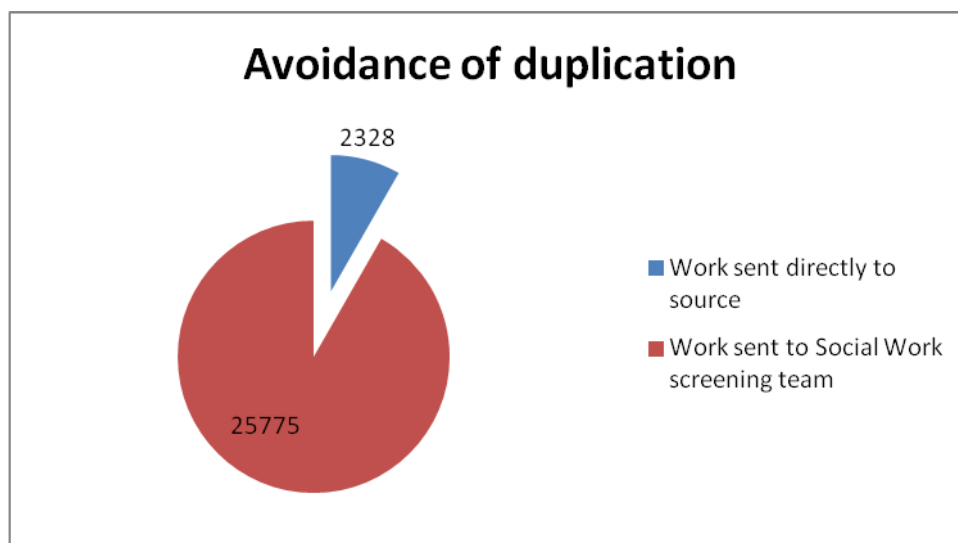
**Figure 2: Children's Social Care contact.**

To drive this forward, CA are leading on the Access to Social Care project which is designed to improve the efficiency and effectiveness of internal processes whilst improving the overall customer experience.

Since September 2015, processes have been developed in work streams such as Occupational Therapy and Packages of Care in order to avoid duplication by a Social Work screening team. This has resulted in 8.28% of work normally screened and processed by a social worker being sent by CA directly to source.

Referral rates to the Social Work screening team have reduced from 29% to 22%, meaning the team are receiving approximately 560 referrals as opposed to 680 each week. The integration of Social Workers from the screening team within CA has also ensured a greater degree of oversight and development from qualified professionals.

Further work streams have been identified to increase the amount of work that could be sent directly to source, including areas such as Respite, Finance and Carers.



**Figure 3: Avoidance of duplication.**

CA have integrated further with the Children's Social Care service by having social workers situated within CA, providing advice, guidance and immediate screening of child protection concerns. Standard information gathering templates have also been developed to allow social workers to make quicker, more informed decisions on cases.

The 'Out of Hours' provision has been made more robust, with several agents having developed their knowledge and skills by undertaking a dual role within the Emergency Duty Team. This has aided the development of a safer service, one which will allow us to strive towards consistent service delivery across all access channels, seven days a week

### **De-commissioning of 0800 and 0845 telephone numbers**

Additional 0300 numbers were set up and tested in 2015 including the lines for Fostering and Adoption, Lancashire Parking Services and Family Information Service. The overall take up of all the 0300 lines for 2015/16 was 83.2%, the detail of which is show below:

<b>Name of Service</b>	<b>Take-up of 0300 numbers: March 2015</b>	<b>Take-up of 0300 numbers: March 2016</b>
Anti-social Behaviour on Buses	52.5%	93.9%
Adult Safeguarding	86.0%	95.2%
Becon property	89.1%	94.0%
Blue Badge	90.5%	95.3%
Cashiers	88.1%	96.6%
Care and Urgent Needs Support Scheme	92.6%	96.9%
Certificates / Registration Services	69.9%	77.6%
Emergency Duty Team	81.2%	90.4%

Family Information Service	n/a	63.5%
Fostering & Adoption (in hours)	n/a	96.1%
Fostering & Adoption (out of hours)	n/a	87.5%
Highways	88.0%	93.5%
ICTS West Lancashire	91.2%	95.8%
ICTS Westfield	92.1%	97.5%
Lancashire Adult Learning Enrolment	94.0%	98.1%
Lancashire Adults College	83.3%	100.0%
Lancashire Parking Services	n/a	80.7%
Libraries	93.8%	96.9%
Libraries (Automated Renewal Service)	56.5%	70.9%
NoWcard	54.8%	63.9%
Procurement	93.3%	95.9%
Parent Partnership	82.2%	90.2%
Pensions	n/a	64.8%
School Admissions	99.4%	99.9%
School Transport	77.3%	91.6%
Signposting	58.1%	75.6%
Social Care	86.6%	94.1%
Waste Helpline	80.6%	97.5%
Welfare Rights	71.4%	82.4%

**Table 2: Percentage take up of the 0300 number range, by service comparison.**

## **Pensions**

CA has supported and assisted the transfer of the County Council's frontline Pension service to the new joint venture with the London Pension Group. The transfer was completed on 8 April 2016. Six trained members of staff TUPE across to the new organisation.

## **Blue Badge Service**

The Service was transferred into CA on 1 June 2015 and as a result of a dedicated improvement programme is now operating with a headcount reduced by two FTE and a 25% reduction in application processing time. A 77% reduction in waiting times has since been made and customer uptake of the online service has increased from 15% to approximately 87%. Additional online self-service functionality has also been introduced, which enables customers to upload their own documents to the application. To bring the County Council in line with other authorities and national benchmarks, more robust assessment processes have been introduced which have lowered approval rates from 99% to an average of 88%. A corporate policy was approved by members in December 2015 and included introduction of charging for

successful Blue Badge applications, again bringing Lancashire in line with other authorities as of 1 March 2016.

### Automated Surveys

Customers are offered the opportunity to complete a survey based upon their perception and opinion of the service they experience during their contact with the County Council. This provides an unbiased gauge and view of the service we deliver.

Over the course of 2015/16, 68,785 surveys were completed. The following tables provide the detail along with the percentage of contacts which were resolved at first point of contact from a customer perspective.

Percentage Resolved at the First Point of Contact	Surveys Completed during 2015/16
<b>Customer Contact Centre</b>	
91.8%	36,109
<b>Social Care Centre</b>	
84.2%	27,826
<b>HR &amp; Pensions</b>	
91.3%	4,850

Table 3: Percentage of calls resolved and surveys completed.

### Compliments and Complaints

The number of overall compliments the CA Service received in 2015/16 was 58. The number of overall complaints was 82 out of a total number of 1,344,673 contacts received.

		Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	TOTAL
Social Care	Complaints	6	9	13	1	29
	Compliments	5	0	9	5	19
Customer Access	Complaints	8	12	13	10	43
	Compliments	4	5	4	6	19
HR	Complaints	1	3	3	3	10
	Compliments	12	5	2	1	20

Table 4: Complaints and compliments received by Quarter in the 2015/16.

## Performance 2015/16

All the service contractual SLA targets were met or were exceeded.

### Telephony statistics:

#### Full year

	Offered	Answered	% Answered	% SLA	% Answered within 20 seconds
<b>Overall</b>	1,133,048	1,051,735	92.8	n/a	75.5
<b>Social Care</b>	389,592	361,346	92.7	87.5	64.1
<b>Customer Contact</b>	588,252	542,476	92.2	90	73.8
<b>HR</b>	93,951	89,405	95.2	90	86.3
<b>Pensions</b>	61,253	58,508	95.5	95	77.6

Table 5: Telephony statistics - full year 2015/16.

#### Quarter 4

	Offered	Answered	% Answered	% SLA	% Answered within 20 seconds
<b>Overall</b>	304,993	276,702	90.7	n/a	70.8
<b>Social Care</b>	101,726	91,555	90.0	87.5	52.0
<b>Customer Contact</b>	164,416	148,119	90.1	90	70.7
<b>HR</b>	24,439	23,198	94.9	90	83.9
<b>Pensions</b>	14,412	13,830	96.0	95	76.5

Table 6: Telephony statistics – quarter 4 2015/16.

### Email statistics:

#### Full year

	Received	Completed	% Answered
<b>Overall</b>	211,625	212,155	100.3 <sup>1</sup>
<b>Social Care</b>	79,393	80,140	100.9 <sup>1</sup>
<b>Customer Contact</b>	52,886	52,206	98.7
<b>HR</b>	47,250	47,451	100.4 <sup>1</sup>
<b>Pensions</b>	32,096	32,358	100.8 <sup>1</sup>

Table 7: Email statistics – full year 2015/16.

<sup>1</sup> Where performance is over 100%, this is as a result of carry-over from the previous period.

## Quarter 4

	Received	Completed	% Answered
Overall	59,474	58,785	98.8
Social Care	21,606	21,720	100.5 <sup>1</sup>
Customer Contact	17,375	16,640	95.8
HR	12,084	11,974	99.1
Pensions	8,409	8,451	100.5 <sup>1</sup>

**Table 8: Email statistics – quarter 4 2015/16.**

<sup>1</sup> Where performance is over 100%, this is as a result of carry-over from the previous period.

## Future Improvements

### Core systems transformation

CA has been actively involved and engaging with the following projects, services and project teams to support the Core Systems Transformation Programme:

#### Highways Asset Management System (HAMS)

Identifying key tasks, processes and information required to make the new ways of working and systems efficient. Once the system is fully configured CA will begin to develop test scenarios and scripts for both system integration and user acceptance testing. Go-live dates are yet to be confirmed, however as soon as these are available CA will look to develop a training programme and schedule for delivery to circa 60 advisors. Early indications are that the new system and tool kit will enhance the customer experience as well as the staff using the technology.

#### Property Highways Asset Management Systems (PAMS)

CA has also been involved with the core project team to successfully implement this project. The training for the new system was attended on 1 March by the CA training team; internal development of the CA training package for advisors has been completed. In line with HAMS this technology will bring more consistent ways of working across the field with the enhanced ways of working also supporting the council's approach to better value for money delivery models.

#### Social Care – Liquid Logic update version 7

CA will be delivering training for all Social Care Advisors in the new Liquid Logic Screening Tool for Adults. The screening tool will allow a greater level of information to be captured at first point of contact that can be carried forward into further assessments, reducing duplication and improving efficiency.

The training has commenced on 2 May prior to the upgrade to version 7 of the Lancashire Adults System (LAS) on 14 May. The upgrade will bring further functionality and improvements designed to develop the Social Care Resource Allocation System. Other improvements in areas such as Deprivation of Liberty will ensure the authority is compliant with the Care Act 2014.



## **Social Care – work with Newton**

CA is heavily engaged in different projects currently being developed by Newton Europe, including the Passport to Independence programme within Adult Social Care. This project, looking at how we can improve the independence of Lancashire's citizens, will help the County Council meet some of the financial pressures outlined in the recent budget. CA will help redesign the service to promote wellbeing, support independence and enable informed choices.

The CA Service has been involved in weekly workshops with other staff from across social care. Participants at these workshops work through existing examples of customer experience and make suggestions for improvements and changes to processes.

The information gathered at the workshops will inform new processes that will be tested in the next part of the design phase – sandbox. The sandbox approach will involve staff from CA, Screening and Initial Assessment Service (SIAS), Allocations/Assessment and other supporting teams completing their usual roles while testing proposed process changes in a live environment.

The sandbox will begin week commencing 3<sup>rd</sup> May 2016 and run until early July (6-7 weeks). During this time, processes will be reviewed and developed to present a final proposal for changes to working practice. CA will provide staff resource and a dedicated working area for the sandbox team.

CA is also supporting the Accuracy project within Children's Social Care. Guidance and training are being improved and developed to facilitate best practise when using the Liquid Logic system. This will generate a 'right first time' culture, a key requisite identified in Ofsted's findings on the service.

CA has also supported the corporate project team in the design and build of the Autonomy system. Sat within the County Council's website, the system will provide self-service options for customers managing their care and support needs and enable them to refer themselves for an assessment by Adult Social Care. A small group of advisors (15) have been testing the Marketplace module of the Autonomy system with live calls and have offered feedback about their experience. The system is now in the final design phase and once confirmation of a go-live date is received, CA will develop and schedule a training programme ahead of the go-live date, currently expected to be early August 2016.

## **CA Service Plan and Vision**

This service plan will link to the Corporate Strategy with a customer focused approach to service delivery being 'digital by default'. It will also demonstrate the CA Service's contribution and commitment to the County Council's key CA objectives, of increasing and improving 'access channel change', reducing the cost of service delivery by promoting self-service and automation for specific services, whilst ensuring that the services provided keep the citizens of Lancashire at the core of what we do. However, customers will not be excluded because they do not have internet access at home. Where appropriate, our most vulnerable citizens will have

telephone access to customer service advisors who understand specific services areas. We will support and encourage people to engage in digital services by working with partners to achieve a more coordinated approach to help those who are most in need. The plan will be presented to the County Council's Management Team in quarter 1 2016/17.

### **CA proposed new structure**

In order to support the delivery of the County Council's vision for customer engagement 2016/18, a review of the CA Structure has been proposed. No additional posts are proposed; instead a more effective use of the posts agreed in the 2016/17 budget is the proposal. This revised structure is within the agreed budget and headcount, and no existing staff are at risk as a result of this proposal.

The structure focuses on delivering a safe, innovative and value for money front door to the County Council. The subtle difference to this new structure is to combine a structured and impartial quality monitoring function within the Business Transformation team, to complement the change, information and training functions and thus closing the circle to the CA toolkit. Areas identified can be quickly updated in briefings/protocols, reinforced in training and the impact reviewed for both new or existing services. This model will also make better use of our Grade 8 Team Leader role, and align more performance ownership to our Grade 10 Operational Managers.

### **New technology**

Following the acquisition of the new Genesys/Anana solution to support multi-channel customer contact and work force management, the programme to implement the new technology and deliver the necessary changes to business processes started up in April 2016. This will support and link into the Vision for the authority and CA to greatly improve and enhance the experience of customers requiring services provided by the County Council, districts and partners by providing access to those services through a choice of various contact methods and opening up accessibility at times which best suit the need of customers. This technology will also support the transition to a 'digital by default' front door.

To support the programme a dedicated team in CA has been established and will be in place for twelve months. The programme itself will be led by the County Council, supported by BTLS ICT Services and Anana. Regular monthly board meetings have been scheduled to direct and oversee the programme, with The Director of Corporate Services chairing and representatives from CA, Client Services, BTLS and Anana in attendance.

In April 2016 the Board agreed a phased delivery approach:

- Phase 1 - 'As Is' for telephony and email  
(Incorporating any quick wins which may be identified)
- Phase 2 - Improvements and enhancements to Phase 1
- Phase 3 - Web Chat/Social Media/Systems Integration  
/ Automated Services)

With an aim for Phase 1 to be delivered early Quarter 2 2016 - (June to August).

Business functions to be incorporated within the scope are: Customer Contact Centre, Social Care Centre, Accounts Payable, Procurement, EDT and ICT Services, supporting within these circa 50 dedicated services.

### **Consultations**

Internal/external customers and service areas, including CA Service, HR and Pensions staff.

### **Implications:**

This item has the following implications, as indicated:

### **Risk management**

There are no risk management implications in this report.

### **Financial Implications**

There are no financial implications arising from this report.

### **List of Background Papers**

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A