

**Descriptions of Potential Phase 2 Services****Proposal for the scope of work in the Parking Service for City Strategy**

## Context

- Parking in York has a strategic importance and influence upon the City's economic and transport performance. Without an adequate transport system and network the economic vitality of the city would be restricted. Parking when used as a demand management tool for traffic can and does help to keep issues such as congestion in balance, encouraging the use of public transport, cycling and walking. This balance is most noticeable with the transfer from car use and the city's car parks to the park and ride service.
- Decriminalised Parking Enforcement (DPE) was introduced across the whole of the City of York Council area on 8 October 2000.
- Enforcement activity is undertaken 7 days a week ordinarily between 07.45 hours and 21.30 hours, although very occasional exercises may be mounted outside these times in respect of specific enforcement issues. These additional patrols have to be undertaken on a voluntary basis and Parking Attendants are reluctant to work outside contractual hours. Patrols are undertaken on foot and by motorcycle. The service has transport, which is used to move Parking Attendants around from one patrol area to another. A 'Hot Line' system is in operation that allows any individual to report a possible contravention to a dedicated free telephone number. The service is organised such that any call received during normal duty hours is attended within a target time of 30 minutes from receipt of the call. The parking office is open 6 days a week including Saturdays.
- Parking Services is responsible for the day to day running of:
  - Management of the Council's car parks.
  - On and off-street enforcement of the various Parking Regulations.
  - Cash collection from Pay and Display machines.
  - The issue of permits for the resident parking schemes and season tickets and other parking permits.
  - Operation of the Shambles Pay on Foot Car Park.
  - Administration of the council's penalty charge notice processing service and collating evidence for appeals to the independent parking adjudicator.
- Fundamentally Parking Services exists to deliver the following outcomes:
  - Streets that are clear of unnecessary obstructions.
  - Parking areas that are well regulated.
  - A fair opportunity for all to park in areas where parking is permitted.
  - Sufficient income to enable the council to minimise its financial call upon charge payers when delivering council wide services.

- Key information for parking services includes:
  - In 2006/7 Parking Services exceeded its projected financial contribution to the council budget by £193,117, which is only 5% of the budgeted net income.
  - City Council off-street car parking capacity will reduce from 4,344 in 2000 to 2,693 in 2008 with the loss of Kent Street, Shambles and Haymarket.
  - The number of permits issued in 2006/7 was 5,526 for household and other resident permits and 155,000 to visitors.
  - The number of parking charge notices fell from 28,467 in 2005/6 to 23,418 in 2006/7.

#### *Areas for improvement from the recent review of Parking Services*

##### Enforcement

- Increase the number of staff on patrol at any one time.
- Ensure that, when on patrol, staff enforce where their efforts will deliver the outcomes desired by the Council, particularly in terms of keeping the streets free of unnecessary obstructions.
- Improve the quality of PCN's (so as to reduce the potential for customers to challenge their issue)

##### Administration

- Review the complexity of the permit system
- Consider ways in which the administration of the permit system can be improved so as to minimise the amount of staff time involved.
- Introduce additional financial procedures

##### Public Perception

- Agree a clear Parking Policy
- Publish an annual report detailing the performance of the service using clear performance measures; this report to include clear financial information explaining what the income from parking is used for.
- Prepare protocols for the enforcement procedures and PCN processing

#### *Strategic change objectives*

- Enable more effective information-sharing capture and visibility across the service.
- Increase the level of enquiries that can be dealt with through the provision of on-line information and a range of self-service requests and assessments to be carried out on-line

- Ensure that staff can access comprehensive, up to date and relevant service and customer information providing staff with the facility to share and communicate information effectively in order to become more efficient in their own work.
- Reduce the end-to-end time of processes initiated by a customer service request. Processes should be designed to try to move the decision-making closer to the customer and to reduce the number of individuals involved in the process. This will mean giving personnel the skills, technology and facilities to provide an efficient and effective customer service.
- Increase overall service efficiency through the re-engineering of business processes to increase the focus on the customer and reduce the cost to the Council.
- Increase the percentage of customer contacts that can be resolved at the first point of contact in a single interaction.
- Improve the accessibility of the service to customers by the effective use of all channels.
- Reduce number of customer contacts in the lifecycle of an appeal/challenge – which may mean increasing initial customer contact time, but with a view to reducing the overall appeal lifecycle time. This will be achieved through acquisition of better quality of data at first point of contact, by following an improved questioning and consideration regimes and providing the customer with clearer, more accurate information about the process after initial contact.
- Establish proactive ownership of case work to ensure that all information required is followed up and that the needs of customers are assessed promptly.
- Modernising the technology and business processes used throughout the directorate (for example through the use of CRM , transactional forms on the website, the YCC call-handling capabilities, EDMS and mobile devices) to lessen the traditional use of paper-based data capture, remove duplication of effort and leading to overall performance improvement, data consolidation and staff mobility.
- Meet government/council targets for the service
- Increase customer satisfaction and confidence with the service

*Description of proposed work programme*

- The Programme would seek to extend the reach and effectiveness of the pay by phone scheme. A target model would be built upon the service operating in Westminster, where a full range of services can be obtained over the telephone, often by using automated services. The service operating in York would seem to be popular with drivers but more would be done to extend and promote the scheme. Investment in

the IT/Telephony systems would need to be made by the Programme but as has been demonstrated in Phase1, the move to on-line or telephone payments saves significant sums in the medium term.

- The service currently handles payment of PCNs (Parking Charge Notices). As part of the work, it will be proposed that this work be handled in the YCC alongside income collection for other services. This will allow the CYC to benefit from the economies afforded by a larger skill pool. At present payment of PCNs online is not available. This functionality will be developed and introduced onto the Council website. It would be proposed that the PCN's include information to encourage drivers to pay online.
- The income collection work outlined above would be done as part of a review of financial procedures to ensure that they were efficient and effective and met the requirements of audit. It is expected that a level of financial investment would need to be made in the financial systems.
- Work would also be undertaken on the application and renewal of permits. There are currently 25 different permits available in York and there are different types of verification requirements across those permits. The Programme would seek to use some of its data matching abilities to seek to remove the need to simply check an individual is resident at a particular address and therefore speed up the application process for some customers. We would also review the need for such a complex range of permits with the service. It is thought that provision and renewal of some permits could be made available online using some of the techniques deployed in other Phase1 services.
- An area where we believe a significant administrative saving can be made is in the handling of appeals and objections. Initially the handling of this work would be extended to open up the web channel and also to utilise resource based in the YCC. But the real savings would come in reducing the number of interactions between the service and customers. At present the balance in terms of whether a PCN is reasonable or not leans too much towards the customer. The Programme would seek to ensure that clear rules exist (building on existing protocols) and are communicated widely. A better rules based process would then be introduced for the majority of appeals and objections. This process would be supported through the provision of the CRM and where necessary integration with existing systems where still required.

In brief a redesigned Parking function would:

- Direct all callers to the YCC and deal with at least 60% in the first contact and only refer complex cases to City Strategy.
- Give customers and people acting on their behalf a choice of channels and the ability to access the same information and complete self-service forms on-line on the council's web-site.
- Have a F2f service be supported by the same technology and information so that staff delivering the service have the same set of tools and customers are given a consistent service.
- Enable external partners where appropriate to obtain customer

- information via a secure viewer
- Redesign processes to reduce the number of staff/teams handling a customer enquiry.

### *Benefits*

The implementation of the above proposals will release the following benefits:  
An effective customer information and advice function which empowers customers to find out for themselves (on the web) or at the earliest opportunity (F2F/phone) what permits they are entitled to receive from CYC, what the cost of these might be and what other services or options are available elsewhere so they can make appropriate choices.

An effective objections/challenge process leading to shorter customer waiting times for decisions.

An accessible service for customers. People needing to access Parking Services will have a choice of access channels (phone, web or F2F) to seek the information they need about available services and the eligibility criteria to receive them. They will be able to carry out self-assessments and apply for certain services on-line at any time.

Increased capacity to handle customer enquiries – the promotion of the web channel and the more effective management of the phone channel will release staff capacity to handle more enquiries. This will allow the service to address any unmet demand resulting from difficulties currently experienced by customers in getting through.

A consistent high quality customer experience – a single source of high quality up to date service information and structured diagnostic questions will ensure that customers get the same answer and the same service irrespective of who they speak to or the access channel they choose.

A responsive service which takes account of the individual needs and circumstances of customers and identifies appropriate services.

Efficiency savings in the administrative costs of the service - by redesigning the end to end parking processes (building on the existing protocols work)

**Proposal for the scope of work in the Recruitment service****Scope**

The scope of this project will generally include assessments of HR practices, primarily recruitment procedures and the management of temporary staff.

**General Aims and Objectives**

The purpose of the Easy@York Phase 2 engagement is to improve efficiencies and increase VFM in a specific area of service, consequently improving the council's CPA rankings and driving towards the top level of excellent four-star service.

The objectives for each stage of the Council-wide VFM assessment work are:

**Stage 1: Current Phase**

- A set of VFM measurements and identification of best practice service standards.
- Assemble a preliminary list of targets for service improvement, identified through the Council's corporate strategy and a basic knowledge of HR procedures and figurative data held.
- Undergo thorough research on models of best practice and use benchmarking exercises in conducting our own SWOT analysis.

**Stage 2: Detailed Design**

- A series of workshops between Easy, HR and external partners who facilitate our objectives to gain a greater understanding of the nature of each other's work, as well as discussions on specifications and implementation.
- A report that provides baseline data and analysis to evidence current service delivery standards, performance, processes, structures, assets, costs, service needs and demand.
- A set of service improvement recommendations and identification of common barriers and enablers with 'lessons learnt' being communicated back to the appropriate Heads of Service and middle managers.
- A resource plan that identifies the funding, skills and capacity needed to deliver the programme.

**Stage 3: System Build and Implementation**

- Collaboration with all relevant stakeholders in the realisation of the project.

- Achieving user satisfaction via use of testing, feedback, modification and training.

#### Stage 4: Go-Live and Benefits Realisation

- Close monitoring of working practices and comprehensive performance review/ M.I.
- Undertake budget and service analysis to test effectiveness of development work.

#### **Existing processes**

The following information has been provided with the assistance of senior HR representatives and other related stakeholders. The processes have been collectively identified as being the As-Is model and follow the guidelines set by the HR and Recruitment strategies. *Note: Many of the processes within the recruitment procedure are binding and cannot be remodelled. These include short-listing applicants, interviewing and reference checking.*

The archetypal recruitment procedure is detailed in Annex 1 as a series of processes. These processes can be measured individually in terms of time and cost.

The present advertising process can involve work moving between parties a total of **seven** times before the advertisement is submitted (see Annex 1).

#### **Areas for Improvement**

##### **Management Information**

- If any HR management require specific data they must approach Pearsons with a view to obtaining it. They do not have direct access or control over this information.
- The recruitment M.I. is strewn over different directorates; therefore if senior HR management wish to obtain collective data they must approach each department individually.

##### **Paper-Based & Replication of Info**

- The majority of recruitment data is paper-based.
- Due to predominantly paper-based procedures, replication of data is common and is labour intensive.

##### **Excessive 'Handing-Off'**

- There are several parties the chain must pass through during the recruitment lifecycle. There is the possibility that one or more of these parties may perform recruitment duties as a secondary function of their job, or have other more urgent work-related duties; the impact this may

have on the end-to-end recruitment process is hugely significant.

- In the event of illness or other work commitments taking precedence, the recruitment chain is liable to breakdown as there is a possibility that there is only one employee responsible for that part of the process. The more obstacles the end-to-end process has to overcome, the greater the likelihood of a listless and costly operation.

### **Casual Admin Pool Issues**

For recruitment to the council's temporary admin pool, there have been a number of areas identified that have potential for service development:

- **There is currently no option to apply for the existing pool online.** There *is* a downloadable application form on our website but as this is a PDF file, this document needs to be electronically converted by the applicant who may have to install additional software to type straight onto the form and send via email. They have the option of printing it and posting it but this may be at an inconvenience to the applicant.
- Upon receipt of completed application forms, **HR distributes literacy and numeracy tests by post.** It is stated on the test how long they have to complete these but in effect they have two days in which to send them back so this can not possibly be regulated, nor can we be certain who is actually completing these.
- Upon receiving these tests back they then need to be **manually marked.**
- Candidate information, whether received via email or by post has to be **replicated** by HR onto an Excel spreadsheet. If staff wish to search for candidates with specific skills they must use conventional 'find' features within Excel.

It has been identified that the time to hire exceeds what the business needs to achieve critical staffing capacity. The talent pool is recognised as the quickest method of filling a vacancy, therefore effective use of this service is key.

### **Proposed Technical Solutions/Options**

#### **The Product**

Implementation of web-based recruitment software that will enable the customer to apply in a much quicker and easier way. From the back office perspective it will facilitate excellent M.I. and management will have the facility to run statistical reports in an array of formats to identify trends and influence future planning.

#### **Exploitation**

Restructure current casual admin pool and more effective marketing of this service, leading to a much quicker time to hire. Provide candidates who were unsuccessful in applying for a permanent position (but shown strong



attributes) the option of joining this new talent pool. This would be with a view to obtaining temporary or permanent employment wherever applicable.

A more proactive method of notifying our talent pool members when any new positions arise. This can be done automatically via email and SMS and linked to the recruitment software, eliminating the need for staff to perform this task.

### Standardising the Service

Recruitment process to be standardised throughout the whole authority meaning all staff will effectively be using the same software.

Staff deal with incoming recruitment duties via **structured workflows** (see below). This dynamic approach allows multiple members to access a task schedule and will eliminate the danger of the recruitment chain being held up due to staff absence.

Bristol City Council Site Administration Facility - Windows Internet Explorer

https://jobs.bristol.gov.uk/admin/workflow.aspx?Job=20002

Bristol City Council Site Administration Facility

Stages: Shortlist

Applicant	Email	Telephone	Status	Accept Applicant	Reject Applicant	Withdraw
Miss Juliette Abbott (752)	juliette_abbott@yahoo.co.uk		Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Binou Anil (452)	binouanil1@yahoo.com	07909984674	Online	Accept Applicant	Reject Applicant	Withdraw
Quaslate Anna (1257)	ycanNgRps0@adminuser.com	0780693529	Print	Accept Applicant	Reject Applicant	Withdraw
Mrs Rita Balla-Davis (1353)	zb_davis@hotmail.com	0117 9247436	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Kim Beavis (435)	kimbeavis@blueyonder.co.uk		Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Susan Boxall (418)	sue_boxall@btinternet.com	0117 9720422	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Denise Bradenbury (1183)	denanna@hotmail.co.uk	01179390736	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Tracy Bradshaw (1230)	trrea_pumpkin@hotmail.com	0117 330 5279	Online	Accept Applicant	Reject Applicant	Withdraw
Mr James Burbage (958)	taff_soils@hotmail.com	01283814849	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Tracey Clarde (617)	buster_fort@btopenworld.com	07786831722	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Joanna Daniel (955)	joanna_daniel@btinternet.com		Online	Accept Applicant	Reject Applicant	Withdraw
Miss Michelle Davies (432)	miche1111@yahoo.co.uk	07920 152327	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Shelley Davies (664)	mikebethshel@fsmail.net	01275 831418	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Amanda Davis (1507)	amandaxdalisio@hotmail.com	0117 330 1362	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Karen Fifoot (609)	kandsffoot@aol.com	0117 9517359	Online	Accept Applicant	Reject Applicant	Withdraw
Mr Chris Fisher (404)	chris.fisher@bristol.gov.uk	0117 9222979	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Judith Ford (918)	judith.ford@bristol.gov.uk	01179293927	Online	Accept Applicant	Reject Applicant	Withdraw
Miss Laura Franklin (1328)	l.j.frankin@hotmail.co.uk	07810632322	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Catherine Haines (1567)	cathhaines1@yahoo.com	01373 471699	Online	Accept Applicant	Reject Applicant	Withdraw
Mrs Kate Hale (676)	keehalehalee@yahoo.co.uk		Online	Accept Applicant	Reject Applicant	Withdraw
Miss Laura Hiscox (1226)	leurahiscox@hotmail.com	07988891070	Online	Accept Applicant	Reject Applicant	Withdraw

### Streamlining Processes

As previously identified, the passing of work is somewhat excessive (see primary stages of Annex 1). With the aid of structured workflows, processes can be simplified; the result is work travelling through fewer parties. Annex 2 provides a basic insight of how the process *could* work. *Note: this is by no means conclusive and will invariably differ in certain circumstances.*

The major distinctions between Annex 1 & 2 are the initial procedures prior to the advertisement being submitted. Annex 2 proposes that departmental managers have viewing access to the new talent pool and can handpick a candidate if they deem them suitable for the post. If this happens, HR would be informed with a view to the individual fulfilling the post within five days.

In the majority of recruitment campaigns the post will need to be advertised.

The projected software solution has the capacity to store existing job templates or the option of creating a new one. The relevant department (or HR) can then decide on the media source, of which there are array of options (built to user specification in Stage 3). Once these tasks have been completed

the job goes to the HR workflow, is approved and the advertisement is submitted.

Annex 3 highlights a high level shift from the As-Is and proposed 'To-Be' model.

### **Costs**

- Technical Solution (E-Rec Software): £40,000 - £60,000\*
- Implementation/Consultancy: £100,000\*\*
- Staff Training £2,500
- Hosting £5,500 (Annually)
- Support £1,800 (Annually)

Total initial outlay: **£150,000 - 170,000**

\* This is based on an agreed functional specification. Variation in price is due to optional system add-ons such as integration with payroll systems/CRM, which may include additional BizTalk-type software.

\*\* Implementation costs include testing and a six-month engagement with the Easy programme.







### **Benefits/Savings**

#### Customer Benefits

#### **Technological**

- A job search facility that can be **controlled** in an admin area tailored to the customer's specifications. These are very practical as they are predominantly in **drop-down boxes**, but **keywords** can also be entered in **open** fields.
- Having your own **individual web-space** to view all your past and present applications, and the facility to save and go back into them to make any amendments before submission.

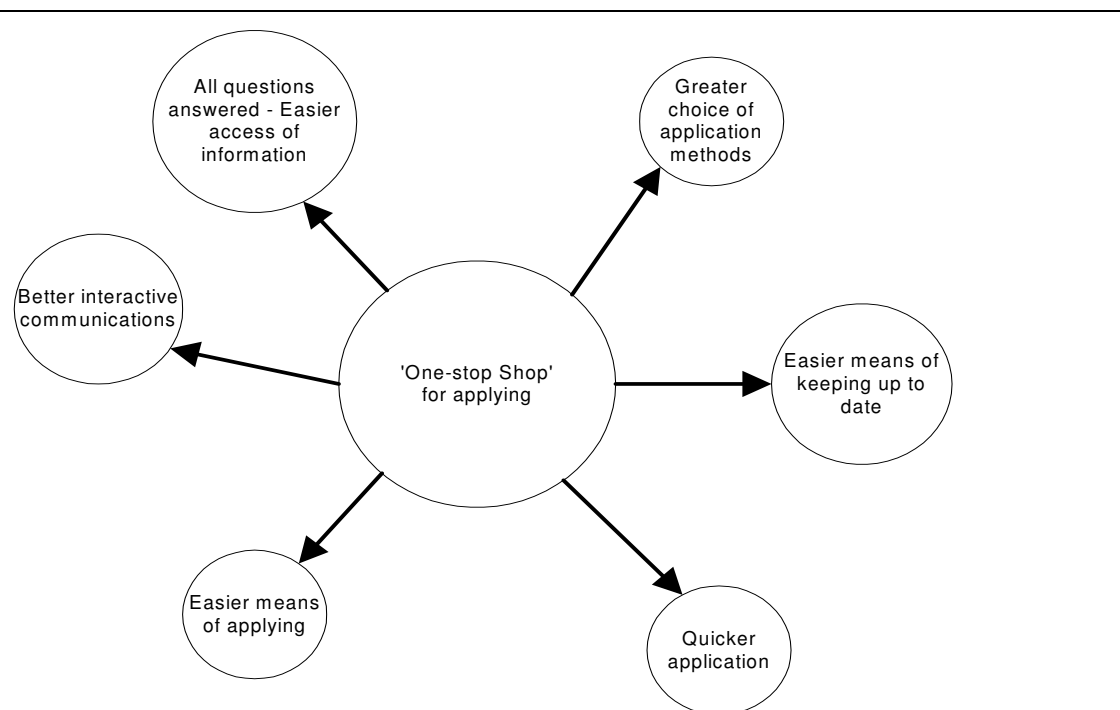
An *optional* facility of being able to increase font size or **translate** the web pages into other languages to attract a broader range of applicants and promote equal opportunities

<p>→ Jobs</p> <p>Job vacancies</p> <p>Jobs - sports employment</p> <p>→ See also</p> <p>Employment and training initiatives</p> <p>Equal opportunities information</p> <p>Equalities - assessment and consultation</p>	<p><b>Your account</b></p> <p>Hello Marc</p> <p>You are currently in the 'my account' zone of the Leeds City Council jobs and careers site. This is where you can do any of the following:-</p> <p><b>My Profile</b></p> <p> <a href="#">Modify my profile details</a></p> <p> <a href="#">Subscribe to the RSS feed</a></p> <p><b>My Job basket</b></p> <p> You currently have no jobs in your basket.</p> <p><b>My Application history</b></p> <p> You currently have 4 saved online applications.</p> <p><a href="#">Click here</a> to manage your applications.</p> <p><b>My Jobs by email</b></p> <p> <a href="#">Edit / update your jobs by email details</a></p> <p> <a href="#">Log out of your account</a></p>	<p><b>Further information</b></p> <p><b>Job Links</b></p> <p>→ <a href="#">My job search</a></p> <p>→ <a href="#">All Jobs</a></p> <p>→ <a href="#">My account</a></p> <p>→ <a href="#">My applications</a></p> <p>→ <a href="#">My email alerts</a></p> <p>→ <a href="#">My jobs basket</a></p> <p>→ <a href="#">Logout</a></p> <p><b>Site links</b></p> <p>→ <a href="#">Using the site</a></p> <p>→ <a href="#">How to apply</a></p> <p>→ <a href="#">Working for Leeds City Council</a></p> <p>→ <a href="#">Looking after Leeds</a></p> <p>→ <a href="#">Equality and diversity</a></p> <p>→ <a href="#">Moving to Leeds</a></p> <p>→ <a href="#">Job profiles</a></p> <p>→ <a href="#">Contact us</a></p> <p><b>Job Of The Week</b></p>
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### Communicative

- The choice of a **paper based vacancy bulletin** with the ability to flag or un-flag jobs according to their requirements.
- **Alerts** to new vacancies, again tailored to their job requirements, via **email** or **SMS**<sup>1</sup>.
- Being able to send the vacancy to a friend via email or to his or her own **job basket**.
- Links to related topics such as 'Living and Working in York'.

<sup>1</sup> Bristol City Council research states that application rates rise immediately after doing this.



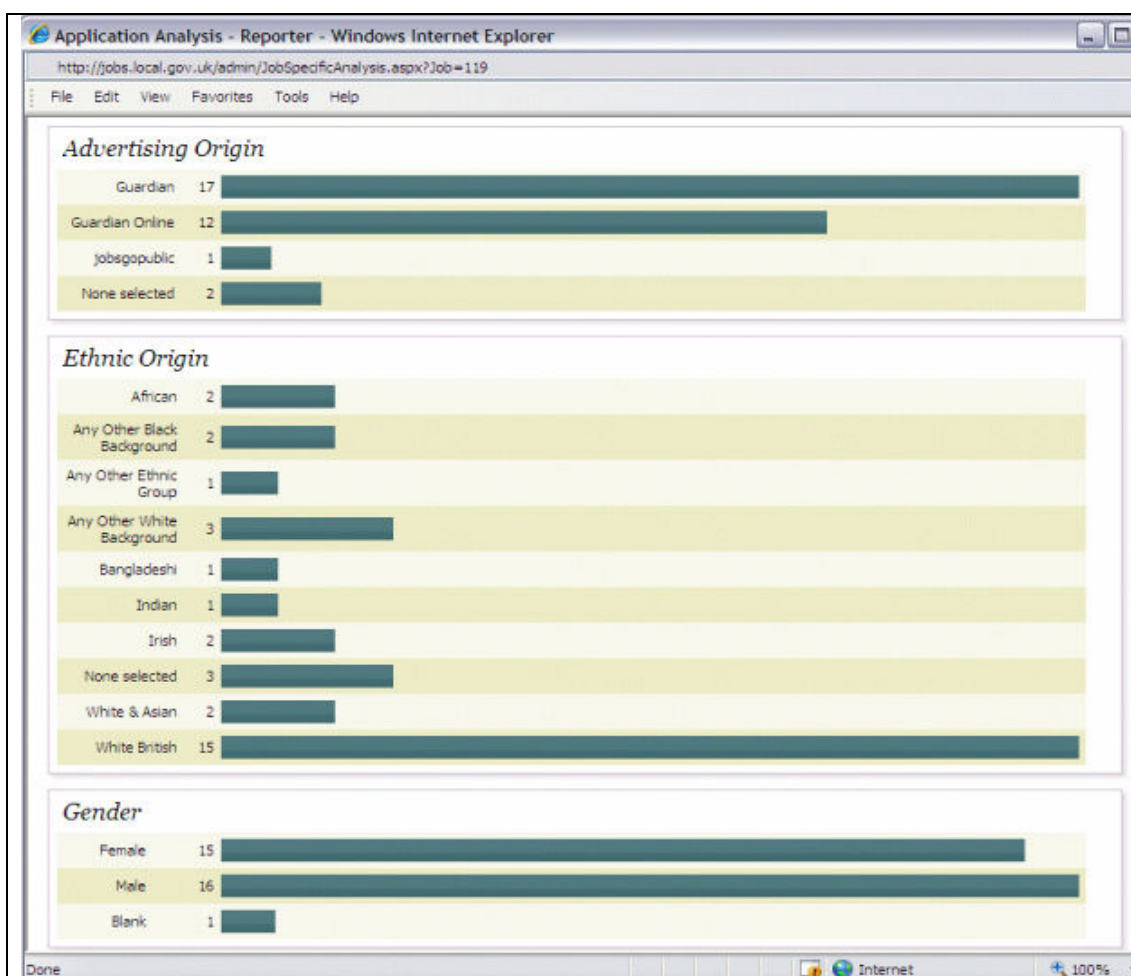
### Employer Benefits

#### **Admin Solutions via Technology**

- Reduction on staff time spent **re-keying** information.
- **Letters/emails** such as rejections/withdrawals can be **automatically populated** at the touch of a button.
- Software can be **linked to staff members' Outlook calendars** for interview scheduling.
- **Templates** can be electronically stored for future recruitment of similar/identical vacancy.
- **Pre-screening** or 'Killer' questions within the application procedure aims to filter candidates and prevent unsuitable candidates/unnecessary work coming through.
- Option of **integration with payroll** systems once candidate has been recruited.

#### **Management Information**

- There are **survey tools** within the application procedure to increase **M.I.** such as where the candidate saw the position advertised (to influence our choice of media).
- Facility to run a vast array of reports for **comprehensive M.I. and statistical data** (equal opportunities, age/location trends etc).

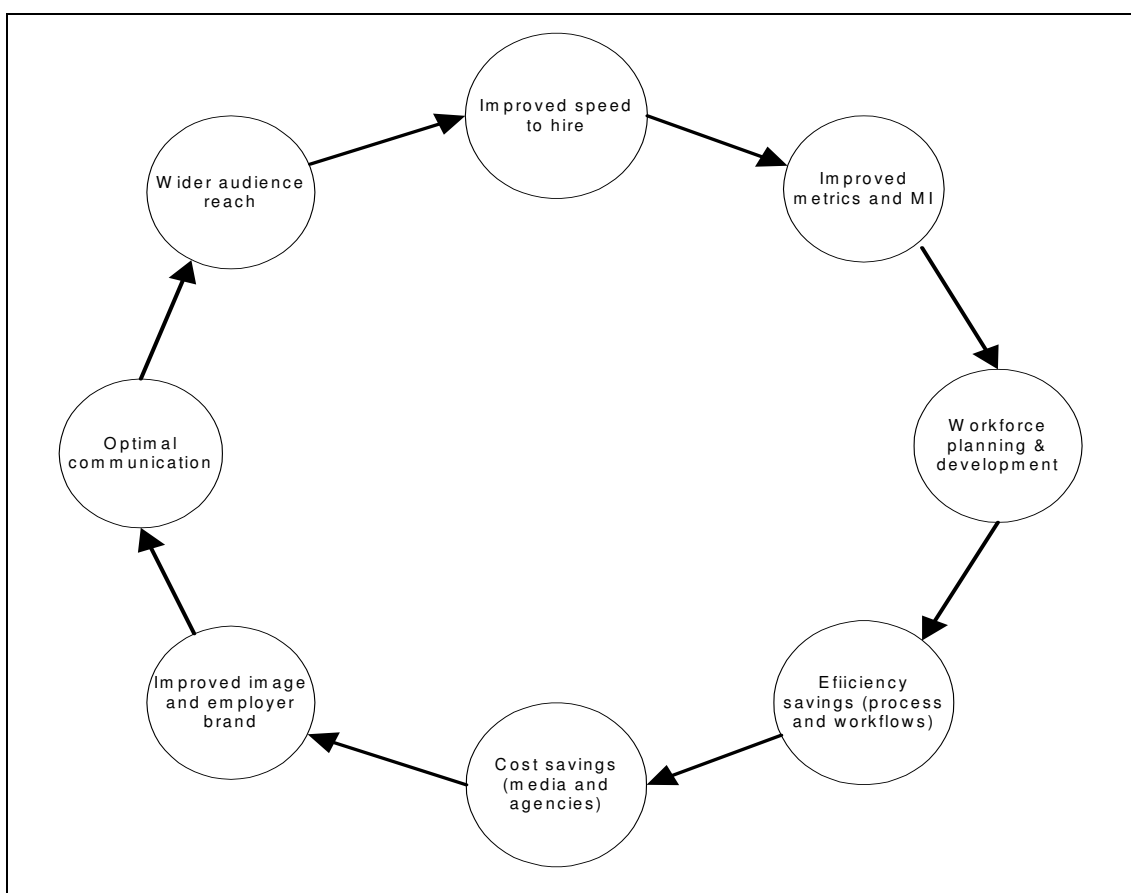


## Security

- Applications are **SSL protected** and **permission-based**; ensuring only designated staff members get to view applicants' details.
- **Equal opportunity forms** are **automatically** separated from the main application at the point of online submission, meaning only appropriate parties have access to these.

## Other Miscellaneous

- Management have the ability to **filter** candidates and narrow search.
- HR can maintain **library** of applications in an electronic **archive**.
- Staff are able to check the **progress** of an application, e.g. vetting stage.
- Scope for modernising talent pool to include casual admin staff and supply teachers (see below).
- **Micro-site facility** for headhunting services.



## Savings

### Stationery Materials

Research suggests that the average cost of sending out paper application packs amounts to approximately £3 – 6 per pack<sup>2</sup>, this includes paper, printing, postage and labour time spent assembling these materials. Since Leeds and Bristol City councils have adopted E-recruitment as the way forward, they receive 85-90% of their applications online, representing significant savings (at present CYC's online application figures are approximately 50%).

### Advertising Expenditure

In having much more job specification detail held on the website the business can make significant savings on traditional newspaper advertising by the use of **signposting**. More concise advertising detailing the fundamentals of the post (title, hours, salary) would be followed by a web address directing the applicant to the new CYC recruitment URL. It is here the applicant will be able to see the job description in more detail, as well as the necessary information on living and working in York.

Current advertising expenditure stands at £491k per annum with the overwhelming majority of this spent on newspaper-based advertising. Around one third of this is for national media rate cards that are invariably expensive. With successful signposting strategies and more effective **branding** of the

<sup>2</sup> Research conducted by Bristol City and Tameside City Council respectively

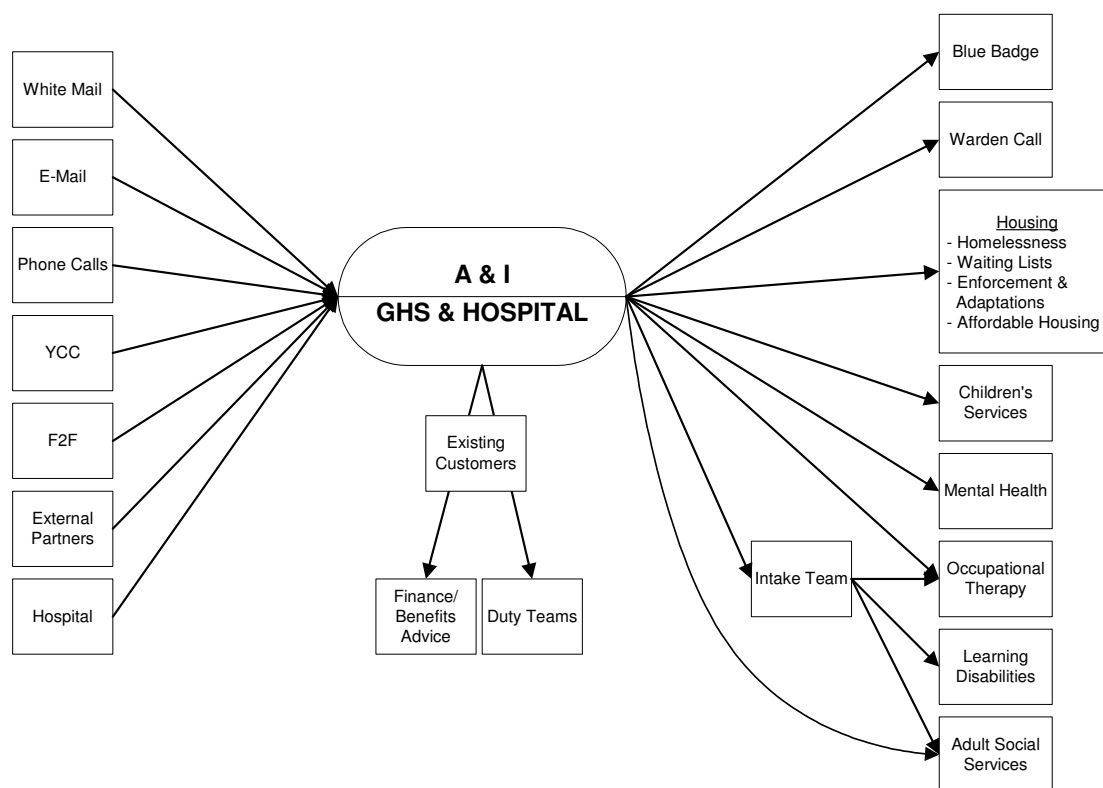
authority's own website, the Easy@York budget panel has projected a likelihood of £50K per annum in advertising savings, predominantly in nationally-based media spend.

### **Administration**

In the present environment it has been identified that there are significant amount of staff man-hours spent carrying out paper-based administration duties. Because of the variations of these procedures it is difficult to estimate the cost to the business in monetary value terms, however it is predicted that there will be annual savings of approximately £75K by upgrading to a universal electronic format. This may be with the relinquishment of an internal post or disengaging with Pearsons and managing our own media involvement (with anticipated superfluous staff hours available after implementation).

## Proposal for the scope of work in the Advice and Information Service for HASS and Children's Services

### *Existing process and service delivery model*



- The current A&I team acts as the first point of contact for all new customers wanting to access children's social care (child protection, children in need etc), adults, learning disabilities, homelessness, occupational therapy and mental health services. The team handles white mail, phone calls (direct and routed by YCC), e-mail and face-to face contacts
- The team is also the first point of contact for external partners (mainly health professionals) wanting information about existing partners (if they do not know direct contact) or making referrals.
- The objective of the service when it was first established in 1996 was to satisfy the customer's enquiry at the first point of contact in 66% of cases.
- The team gives advice and information about the range of HASS services, their eligibility rules and how to apply for them (including homelessness presentations) and gathers customer information for service requests which are then passed through to the relevant back-office teams for assessment and service provision. They also advise of other sources of assistance within the council or externally and signpost or make referrals onwards to relevant organisations as appropriate and assisting people with the completion of forms as required.
- The team also deals with queries from existing customers who do not know who they need to speak to either answering the question or



passing on to the appropriate team

*Areas for improvement*

**Customer Service and Access**

1. **Access to the service** – improved management of the phone channel is needed to ensure that callers can always get through to the right person first time. Alternative ways of accessing the service are also required. This will address the current issue where all types of customers are routed through a single phone channel and callers are not always able to get through at peak times leaving unmet demand and failure demand when customers have to call back.
2. **Customer enquiry Management through establishing the web as an effective alternative access channel** to enable more customers to self-serve for the information about services provided by HASS (including eligibility) as well as by other organisations to meet their particular circumstances. Providing transactional service request and self-assessment forms on-line. Currently, no transactional forms are available and information is generally at a high level with customers being directed to the A&I team for further information.
3. **Quality of customer service** - work is required to provide a reliable and up to date information resource so that requests for basic advice and information can be handled consistently at the first point of contact with only more complex cases being referred on. Currently customers often have to speak to 2 people if they are routed through to the service by the YCC.
4. **Information provision and referral procedures** for internal/external partners need to be web-enabled and self-service to reduce the heavy demand on the service from within CYC and from external partners requiring or supplying information about known customers or making referrals with no current mechanism for filtering these customers to be handled more appropriately.
5. **Develop formal risk assessment criteria** for the prioritisation of customers that can be implemented consistently as part of CRM scripting ensuring that urgent referrals are not delayed. It is essential that any new arrangements are safe and secure to protect confidentiality and to ensure that serious safeguarding children and adult referrals are handled with appropriate urgency.

**Provision of Information**

6. **Quality and consistency of information provision** can be improved by supporting customer interactions with CRM scripting and the provision of a system knowledge base. This supports staff with the right tools to do the job effectively and reduces the dependency on the knowledge, training and experience of individual members of staff, which currently can result in an inconsistent customer experience.

**Improving processes and efficient use of resources**

7. **Improved information gathering for service requests** at the first point of contact is needed so that customers do not have to be contacted again to complete the information required for an assessment. Currently, incomplete information can delay assessments, increase the cost of the transaction and is poor customer service.
8. **Clarity and visibility of business and service eligibility rules** needs to be improved so the timescales and parameters for decision-making are transparent and can be communicated to customers as soon as

possible. This will enable some decisions to be made earlier in the process, help manage customer expectations and ensure only appropriate referrals are created and the % of work being handed off to the back-office services is reduced.

9. **Implement a single customer search** using the CRM to ensure that it is quick and easy to identify customers already known to the service. This will overcome current time-consuming and difficult procedures to search a number of systems, reduce the need to seek customer information which is already held on the system and ensure that a consistent view of customers is available
10. **Maximise the use of electronic forms and document management** to remove current dependence on paper-based referral/assessment information requiring scanning, improve end to end business processes, ensure that ESCR requirements are met and that case-workers can access all relevant case documents remotely.
11. To ensure the **effective deployment of staff** to meet demand patterns across both telephone and face-to-face contact to address the delays and inability to access the service that are currently experienced.

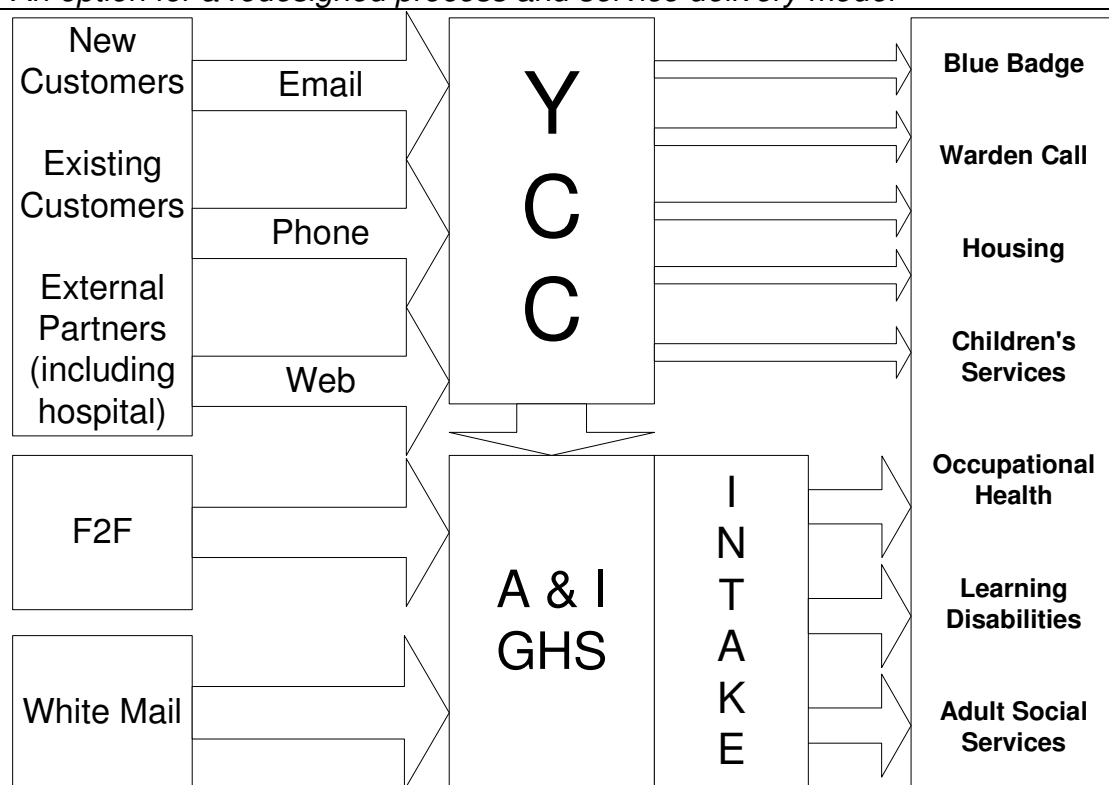
#### *Strategic change objectives*

1. Enable more effective information sharing with partner organisations.
2. Increase the level of enquiries that can be dealt with through the provision of on-line information and a range of self-service requests and assessments to be carried out on-line
3. Ensure that staff can access comprehensive, up to date and relevant service and customer information providing staff with the facility to share and communicate information effectively in order to become more efficient in their own work.
4. Reduce the end-to-end time of processes initiated by a customer service request. Processes should be designed to try to move the decision-making closer to the customer and to reduce the number of individuals involved in the process. This will mean giving personnel the skills, technology and facilities to provide an efficient and effective customer service.
5. Increase overall service efficiency through the re-engineering of business processes to increase the focus on the customer and reduce the cost to the Council.
6. Increase the percentage of customer contacts that can be resolved at the first point of contact in a single interaction.
7. Improve the accessibility of the service to customers by the effective use of all channels.
8. Reduce number of customer contacts in the lifecycle of an assessment – which may mean increasing initial customer contact time, but with a view to reducing the overall assessment lifecycle time. This will be achieved through acquisition of better quality of data at first point of contact, by following an improved questioning and assessment regimes

and providing the customer with clearer, more accurate information about the process after initial contact.

9. Establish proactive ownership of cases to ensure that all information required for an assessment is followed up and that the needs of vulnerable customers are assessed promptly.
10. Modernising the technology and business processes used throughout the directorate (for example through the use of CRM, transactional forms on the website, the YCC call-handling capabilities, EDMS and mobile devices) to lessen the traditional use of paper-based data capture, remove duplication of effort and leading to overall performance improvement, data consolidation and staff mobility.
11. Meet government targets for the service
12. Increase customer satisfaction with the service

*An option for a redesigned process and service delivery model*



*Description of options for redesigned process and service delivery model*

1. Based on the information provided by the existing service, which highlights areas for improvement, and using the design principles developed in Phase 1 of the easy@york programme, an illustrative proposal for the redesign of the service has been drawn up to show one of the options for the future shape of the service. The actual options will emerge from the detailed analysis work that will be done involving all service stakeholders in the first stage of the project.
2. The redesign that is ultimately chosen will be for the interim period (up to September 2010) while the service continues to operate from its existing accommodation. A separate piece of work is planned into the

programme to determine how face to face interactions for all customer-facing services will be transitioned into a new organisational and service delivery model at Hungate.

3. Instead of being directed to the existing A&I team new customers could be directed to a single point of contact within the YCC for telephone enquiries (web enquiries and e-mails can also be channelled to the YCC for handling).
4. Currently 60% of the calls (by volume) handled by A&I take less than 5 minutes which indicates that many of these are simple information provision or signposting calls of the kind that it would be appropriate to handle in the YCC, releasing more time for the provision of expert/complex advice in the A&I team. The analysis phase of the project will show which calls should be handled by each team.
5. Where possible and appropriate (e.g. Blue Badge applications or Warden Call referrals) service eligibility rules and information would be made available using CRM scripting and CMS content to ensure that as many customers as possible would be dealt with at the first point of contact either by giving the information they need or by gathering sufficient information for a full assessment to be carried out.
6. Information for assessments/service requests will be gathered on specially designed e-forms that can be used in the YCC, for self-service and by the A&I team. The forms will include business rules and eligibility criteria so that is possible to assess immediately whether a customer is eligible for a service and should be referred on. The data collected in the e-forms can be transferred directly by integration with back-office systems to avoid re-keying.
7. A&I currently generate a wide range of different applications or referrals on behalf of customers. Building on the work that HASS has already done in this area the project will review each of these with stakeholders in Housing, Children's Services and Adults Social Care in order to determine the requirements of the service that receives them and to achieve the simplest end-to-end process. These requirements and the complexity of the service or assessment involved will determine the appropriate route for the different types of service and customer. In general the aim will be to carry out as much work as possible in the YCC or A&I in the initial contact and then refer on for service delivery direct to the relevant back-office but the cut-off point will be service dependant.
8. It is accepted that more complex enquiries will need to be handled by advisers in the A&I team who will also be dealing with F2F customers and white mail. This team will also be supported by the same CRM and CMS information tools and will be able to make onward referrals in the same way to other teams as required. It is expected though that some services such as warden call referrals, applications for Blue badges and requests for some OT aids will no longer need to be dealt with by A&I.

9. When looking at how assessments are currently carried out it is apparent that some simple service requests could take a different route without the need for a full assessment. The project will review the relationship between the work of the A&I team and the Intake team in particular to ensure that the shortest and simplest route between a customer request and a service being delivered is achieved. One option (illustrated in the redesigned service delivery model) is that the work of the A&I and the Intake teams is more closely integrated.
10. The new service delivery model will put the website at the centre of its relationship with customers. Currently 60% of calls seeking services are from relatives and friends of those who need help rather than the elderly and vulnerable. There is a significant opportunity here to enable such people to self-serve for the information they need rather than have to call or visit to find out basic information about the services offered.
11. Similarly, the A&I service deals with enquires and referrals from other professional agencies that could access or provide the information required using secure web access. The project will assess to what extent it is possible to address this requirement using the easy@york technology solution taking into account the other projects and initiatives already underway in this area.
12. The relationship with the Hospital teams and the A&I service currently located there would be reviewed to ensure that this is consistent with the new service delivery model.
13. In brief a redesigned A&I function could:
  - Direct all callers to the YCC and deal with at least 60% in the first contact and only need to refer complex cases to A&I
  - Give customers and people acting on their behalf a choice of channels and the ability to access the same information and complete self-assessment forms on-line on the council's web site.
  - Have a F2F service also supported by the same technology and information so that staff delivering the service have the same set of tools and customers are given a consistent service.
  - Enable internal and external partners to make referrals and more easily obtain customer information in accordance with agreed information sharing protocols.
  - Redesign processes to reduce the number of staff/teams handling a customer enquiry.

### *Benefits*

The implementation of the above proposals will release the following benefits:

1. An effective customer information and advice function which empowers customers to find out for themselves (on the web) or at the earliest opportunity (F2F/phone) what services they are entitled to receive from HASS, what the cost of these might be and what other services or options are available elsewhere so they can make appropriate choices and have realistic expectations. This will reduce the number of inappropriate referrals.

2. An effective referral process leading to shorter customer waiting times for assessment and care plans ensuring that customers who are eligible for services will start to receive them sooner.
3. An accessible service for customers. People needing to access HASS services will have a choice of access channels (phone, web or F2F) to seek the information they need about available services and the eligibility criteria to receive them. They will be able to carry out self-assessments and apply for certain services on-line at any time.
4. Increased capacity to handle customer enquiries – the promotion of the web channel and the more effective management of the phone channel will release staff capacity to handle more enquiries. This will allow the service to address any unmet demand resulting from difficulties currently experienced by customers in getting through.
5. A consistent high quality customer experience – a single source of high quality up to date service information and structured diagnostic questions will ensure that customers get the same answer and the same service irrespective of who they speak to or the access channel they choose.
6. A responsive service which takes account of the individual needs and circumstances of customers and identifies appropriate services.
7. Efficiency savings in the administrative costs of the service - by redesigning the end to end referral processes between the current A&I team and other teams it is expected that there will be savings in the resource time required for the overall process across the different teams involved.

**Proposal for the scope of work in Housing Management and Repairs**

## Service Context

**Housing Management** – Council House repairs, rents, general enquiries, applications and allocations. HASS have identified that there is great potential benefit by using easy@york to integrate elements of the housing service to create efficiencies and a more holistic customer service. A review of the Housing Repairs service is taking place over the next 3-4 month and easy@york is being invited to take part, to identify additional improvements that can be achieved from inclusion in the next phase. Particular interest has been expressed in improving rent collection, waiting list administration, booking and following up on council house repairs (joint service between HASS and Neighbourhood Services) and answering general enquiries. A key objective will be to try to handle as much of the customer enquiry in the first contact without having to refer the customer on.

Breakdown of what is covered by the high level service descriptor:

- Tenancy Management – cover the majority of the face-to-face housing landlord functions, general estate management, low level nuisance, allocations / offer process, annual visits, void management (inc dispersed temporary accommodation), estate improvements, management of handy persons.
- Tenancy Enforcement – cover the high-level enforcement action i.e. injunctions, demoted tenancies, evictions.
- Income Management - current and former arrears recovery, court / evictions process, leaseholder arrears, temporary accommodation (HRA) arrears, recharges / sundry debts, garage arrears, rent setting / reconciliation.
- Housing Registrations - waiting list management (CYC and Affordable Housing), advice on allocations policy, management transfers, nominations to Registered Social Landlords.
- Administration - reception cover (St Leonard's & Acomb), stationary procurement / invoices etc, management of OAP Decoration Scheme and OAP Garden Contract, RTB admin, leaseholder billing and garage management.
- Customer Service team - general telephone enquiries, telephone repairs reporting, repairs follow up, making rent repayment arrangements, coordinating direct debits.
- Responsive Repairs – Inspection and ordering responsive repairs with internal contractor (Neighbourhood Services) via the repairs partnership agreement and with external contractors.

Volume and channels of customer access

- Current Customer visits – 15,200 a year
- Customer Phone Calls – 100,000 a year

Number of staff and budget per service – These figures include front line staff and managers up to service manager level.

<b><u>Area</u></b>	<b><u>Total ftes</u></b>	<b><u>Budget Head</u></b>
Tenancy Management	18 ftes	£496K
Tenancy Enforcement	5 ftes	£122K
Income Management	10 ftes	£277K
Housing Registrations	9 ftes}	£427K
Administration	15 ftes}	
Customer Service team	9 ftes	£210K
Responsive Repairs	7 ftes	£245K

#### *Areas for improvement*

1. Initially the focus of this work will be to implement a more efficient end-to-end Housing Repairs Service and then extend the scope of this unit to handle all aspects of Housing Management.
2. HASS and Neighbourhood Services are currently reviewing how to make the repairs service more effective. At present there are issues regarding the access for customers to the service and then the relatively high incidence of customers not being at home when service staff visit to carry out repairs. In addition the service considers that not enough jobs are completed first time and the number of re-visits to complete the task needs to be undertaken.
3. The easy team will look to support the existing review to better understand the service issues and influence the design of new processes. However the team will take a leading role in broadening the access to the service through the development of an on-line housing repairs service. From the initial work that has been done, we will look to deliver an application similar to that used in Bolton MBC and Hounslow Homes. Both these systems are compatible with the technology used in York and will enable us to shift a number of phone calls onto the web channel. The Programme will aim to achieve an uptake of 25% of transactions on the web channel.
4. Also in scope will be the development of a more effective booking system for service staff. A booking option will be provided on the web for routine repairs and staff within the Housing Service will be able to book repairs for those requests made by phone. Work will be undertaken to devise more effective 'routes' around the city. Currently work is planned without recourse to how far staff will need to drive or how busy the major roads are at that particular time of the day.
5. The existing review is likely to make some recommendations as to how the HASS and Neighbourhood Service Teams need to work together in order to make the processing of work as effective as possible. It is suggested that the communications between the teams are not as effective as it needs to be. The Programme will work to ensure that the new business processes will work effectively irrespective of where staff are located and that an effective



performance monitoring system is in place to ensure that process failure can be identified and addressed.

6. Work on Housing Management will commence towards the end of the Housing Repairs engagement although it is recognised that it would be undesirable to undertake the two pieces of work in isolation. As part of the Housing Management work a key objective will be to help existing tenants to self serve for services they want. Work will be taken forward to improve the provision of the on-line account information so that customers can, for example, make rent payments.
7. In addition the estate management function will be supported by an expansion of the mobile working initiative, to allow services to be provided in customers homes and in estate offices. Where appropriate this will remove the need for customers to travel to city based reception areas.
8. The service is already exploring choice based lettings and may well work in partnership with others to deliver this. The Programme will support the work to enable York to receive and manage applications through this process.
9. For both Housing Repairs and Management, the Programme will look to improve the efficiency of call handling. It is estimated that 8 staff are employed in this activity. In part this will be done through the development of a single view of the customer's history (account) to enable staff to give effective and accurate advice. This will reduce the current burden of having to check in more than one place for customer information. In addition the Programme will use its experience in developing shift patterns to ensure that staff are deployed in a way that best matches customer demand.
10. Finally, routine telephone and email enquiries for these services may be handled in a generic YCC staff pool to make the most of the economies of scale that this offers.

#### *Strategic change objectives*

- Enable more effective information-sharing with across all units that contribute to the delivery of Housing Services.
- Increase the level of requests for repair that can be dealt with through the provision of on-line information and a range of self-service requests.
- Ensure that staff can access comprehensive, up to date and relevant service and customer information providing staff with the facility to share and communicate information effectively in order to become more efficient in their own work.
- Reduce the end-to-end time of processes initiated by a customer service request. Processes should be designed to try to move the decision-making closer to the customer and to reduce the number of

individuals involved in the process. This will mean giving personnel the skills, technology and facilities to provide an efficient and effective customer service.

- Increase overall service efficiency through the re-engineering of business processes to increase the focus on the customer and reduce the cost to the Council.
- Increase the percentage of customer contacts that can be resolved at the first point of contact in a single interaction.
- Improve the accessibility of the service to customers by the effective use of all channels.
- Reduce number of customer contacts in the lifecycle of an application/service requests – which may mean increasing initial customer contact time, but with a view to reducing the overall assessment lifecycle time. This will be achieved through acquisition of better quality of data at first point of contact, by following an improved questioning and assessment regimes and providing the customer with clearer, more accurate information about the process after initial contact.
- Establish proactive ownership of cases to ensure that all information required for an assessment is followed up and that the needs of vulnerable customers, for example the Homeless. are assessed promptly.
- Modernising the technology and business processes used throughout the directorate (for example through the use of CRM , transactional forms on the website, the YCC call-handling capabilities, EDMS and mobile devices) to lessen the traditional use of paper-based data capture, remove duplication of effort and leading to overall performance improvement, data consolidation and staff mobility.
- Meet government targets for the service
- Increase customer satisfaction with the service

#### *Benefits*

The implementation of the above proposals will release the following benefits:

An effective customer information and advice function which empowers customers to find out for themselves (on the web) or at the earliest opportunity (F2F/phone) what services they are entitled to receive from HASS which regards to Housing. This will reduce the number of inappropriate contacts.

An effective service application process leading to shorter customer waiting times for services ensuring that customers who are eligible receive them quickly.

An accessible service for customers. People needing to access HASS Housing services will have a choice of access channels (phone, web or F2F) to seek the information they need about available services and in the case of repairs be able to see the current service levels and be able to track progress.

They will be able to carry out self-assessments and apply for certain services on-line at any time.

Increased capacity to handle customer enquiries – the promotion of the web channel and the more effective management of the phone channel will release staff capacity to handle more enquiries. This will allow the service to address any unmet demand resulting from difficulties currently experienced by customers in getting through.

A consistent high quality customer experience – a single source of high quality up to date service information and structured diagnostic questions will ensure that customers get the same answer and the same service irrespective of who they speak to or the access channel they choose.

A responsive service which takes account of the individual needs and circumstances of customers and identifies appropriate services.

Efficiency savings in the administrative costs of the service - by redesigning the end to end business processes it is expected that there will be savings in the resource time required for the overall process across the different teams involved.