

DELIVERY TO DATE UNDER THE SSP

PARTNERSHIP OBJECTIVES

The original partnership objectives set out to:

- Deliver excellent services
- Drive efficiency within the Partnership services and across the Council
- Focus on our Customers at all times
- Drive transformation across the Council
- Keep jobs in Southampton
- Grow a local business to deliver to provide a shared service centre for the delivery of services to other clients

KEY PARTNERSHIP FACTS

- 10 year strategic partnership signed October 2007
- 650 staff transferred
- Planned investment of c. £25m– including major ICT programme
- Cultural shift supported through new HR Pay delivery
- New Regional Business Centre
- Enhanced customer services
- Increased performance across services

Performance:

- 80 Key Performance Indicators
- 158 Performance Indicators
- 2011/12 – 87% KPI's achieved
- 2012/13 – 91% KPI's achieved
- 2011/12 – 95% PI's achieved
- 2012/13 – 96% PI's achieved
- External growth has brought 90.5 FTE into Southampton

Key service achievements:

Customer Services Achievements

- Developed the Gateway one stop shop serving 114,000 customers each year
- Implemented a corporate contact centre currently taking 900,000 customer contacts each year covering 28 services
- Good relationships with all service areas, working together to resolve issues and develop the service
- Implemented quality assurance procedures

- Recent customer satisfaction levels recorded at 96%
- Developing the OGS call centre as the call centre of choice for new Capita Business – bring new employment possibilities to Southampton

Local Taxation & Benefits Achievements

- Performance improvements over the 6 years

Description	2006/07	2012/13
Processing New Claims (days)	33	15
New claims decided within 14 days	81%	98.5%
Claims paid on time or within 7 days	79%	96%
Processing Change in circs (days)	15	12
CTAX in year collection	94.5%	96.2%

- Regular single person discount reviews which have brought income to the council year on year
- Issuing text reminders so saving on postage – this is steadily growing - 39% of those sent paid as a result
- Documentation sent out is encouraging Council Tax self service and pin number requests are regular each month at around 200. This is due to be automated soon and customers will be able to log in straight away
- Maintained Local Authority Error rate below government lower threshold, no financial loss
- Administer subsidy of £130 million per year without any financial loss
- Benefit caseload 22,681 on transfer, risen by 23% whilst service has demonstrated improved performance

I.T Services Achievements

- Improved IT infrastructure including a new VoIP telephony system, successful desktop refresh programme, server consolidation and virtualisation
- IT Disaster Recovery in place and tested for critical systems
- Major Upgrades to Key systems e.g. Agresso, Leisure Management and implementation of ResourceLink HR self service
- Call Volumes have reduced from an average in of 5,246 in 2008 to 3,772 in 2013
- Incident Volumes have reduced from an average in of 4,265 in 2008 to 2,892 in 2013
- Priority 1 fault volumes have reduced by 45% since the start of the contract

- The introduction of Service Desk On-Line has enabled customers to self serve and log incidents and requests “out of hours”
- Provided robust 24/7 home working and remote access solution
- Key projects delivered
 - Introduced both Customer Relationship Management (CRM) and Electronic Document Records Management Systems (EDRMS) to enable a streamlined customer focused service to the general public
 - Implementation of The Council’s Blackberry Mobile solution
 - Implemented encryption across all laptop/tablet devices and added security features to protect critical data
 - Deployment of a Desktop, Network and Server refresh programme across the Council
 - A programme of IT delivery services to support The Council’s ASAP accommodation programme
 - Supported the transition of Council services to 3rd parties
 - Deployment of a new RSA (remote secure authentication) infrastructure
 - Supported the highly successful introduction of Public Health staff to Civic Centre accommodation including critical NHS communications links

HR & Payroll Services Achievements

- Implementation of the HR Shared Service Centre, HR helpdesk and online access to resources and HR support, Online HR pay & FAQ’s
- Use of CRM and document management technology to improve work flow between front and back office
- Recruitment portal (Hampshire wide)
- HR Portal – easy access to all HR procedures and information
- Self Service – individuals with access to the HR Portal ‘my view’ can access their pay slip electronically, book annual leave and change their personal details on line.
- Introduction of:-
 - Risk Model against Employee Relation cases
 - Management Academy to Level 1,2,3 managers in SCC
 - Course Booker to record all training available and completed
 - Introduction of E-bulk to reduce processing time for CRB
 - 2011 T&C’s Project was delivered below the forecasted project budget
 - 2011 T&C’s 613 Queries & Changes were successfully processed, 413 Contracts were reprinted and delivered to employees. The helpdesk responded to 2,922 e-mails & 1,591 calls

Procurement Services Achievements

- £33.6M procurement “savings” declared to date
- Increased the Council’s contract coverage from 28% to 70%
- Sourcing decisions are now being focussed on reducing total cost of ownership and minimising risk.

- Worked with the Procurement client to develop the Council's 3 year Procurement Strategy
- Introduced e-tendering - reduced the procurement times by 30%

SSP LOWLIGHTS

- Relationship in the early years very client contractor and not a Partnership – lack of mutual trust, openness and honesty
- Lack of communication with stakeholders across the organisation
- Blame culture in parts of the organisation – Capita often an excuse for internal SCC issues (no one ever got fired for blaming Capita syndrome)
- Perceptions that the IT Service was too expensive
- Inflexible commercial model
- Persistent service issues within parts of the Property Service – Improvement plan now in place
- Complaints regarding the Occupational Health Service – which is now in much better shape
- Lack of recognition that the HR service was delivering what the Council asked it to IE self serve, central help desk