



April 2016

Strategic Partnership Annual Report



CLEVEDON

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Table of Contents

Introduction	4
Achievements over the last 12 Months	6
Service Delivery – Summary	7
Service centre: Customer Service	11
Service centre: Business Support	13
Service Centre: Revenues and Benefits	14
Service Centre: Exchequer Services and School Finance Support	15
Service Centre: Information, Communications and Technology (ICT)	17
Digital Transformation	18
The next 12 months – what is the partnership’s ambition	20
Bringing jobs and Arch apprenticeships to North Somerset...	22
Corporate and Social Responsibility	24
Employee Ownership Trust	25
Conclusion	26

Introduction

Agilisys has been working in Partnership with North Somerset Council and Liberata since 2010 and I was immensely proud last year when that was extended until 2025. The extension of the North Somerset contract shows a future commitment from both organisations to continue delivering the level of service we have seen over the first five years of the contract.

2015 was a significant year for the Partnership, as a major phase of change was delivered - and with that came the inevitable challenges that are associated with large change programmes. In spite of these obstacles, I am pleased to report that throughout this period, the desire to continue working as a true partnership has been upheld.

In October 2015, Agilisys successfully launched Arch Apprenticeships in North Somerset, which is an extension to the apprenticeship business that is a partner company to Agilisys Group. Since its inception, Arch has successfully placed three cohorts of apprentices in businesses within North Somerset and we are looking

to significantly increase this in the coming twelve months.

With North Somerset's main focus on digital innovation, we are halfway through the delivery of an exciting transformation programme with the Council. However, we are committed to seeing through current transformational projects, from point of commissioning to successful delivery, while also assisting with other proposals and projects to help deliver financial savings to the Council.

Also, in the coming months, Agilisys will be focused on diversifying the ways we can support North Somerset Council's clear priority on regeneration and growth. Weston-Super-Mare and the surrounding areas show an immense amount of potential, and Agilisys (and its partners) are fully committed to helping the Council succeed in achieving its goals.

We are looking forward to a continued positive relationship with North Somerset Council and working together to tackle the challenges and embrace the opportunities over the next 12 months.



Andrew Mindenhall

Agilisys

Director and Founding Member

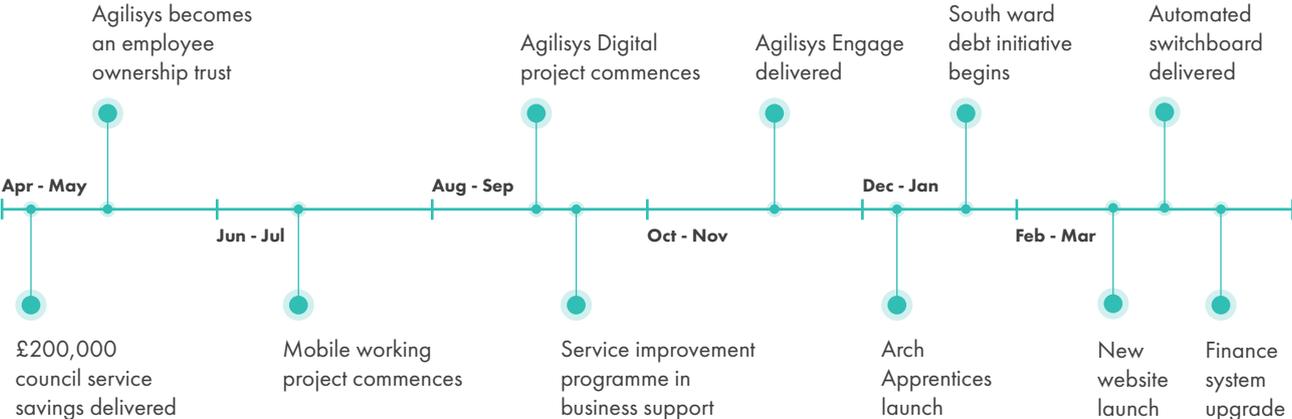


Mike Jackson
North Somerset Council
Chief Executive

2015/16 has been a challenging year for the Partnership. Some key services have performed well in excess of expectations, with direct benefit to the Council in terms of revenue collection, and to external customers with regard to the speed and quality of benefit assessments, and notable improvements made in customer service. This is no mean achievement in the context of economic pressures, legislative changes and constrained resources. However, it has been a different

picture for the internal customers of the Partnership who have very much experienced the disturbance caused by change both in the context of Information, Communications and Technology (ICT) transformation programme and the transition of Business Support services. The pace of these changes was set by the Council responding to financial and technical pressures. These structural and technical changes made a significant and accelerated cost saving for the Council. Nevertheless, the negative impact of the associated in-year Council performance deficiencies – now largely resolved – requires stability in performance over the coming year to re-build confidence. Having completed the “hard yards” within this year, it is imperative that 2016/2017 is characterised by providing stability in the key internal support services, underpinned by successful and timely project delivery. The Partnership has been instrumental through the year in delivering the Council’s developing Digital Strategy, with the delivery of Digital Apprenticeships and a much improved web-site. Channel Shift and self-service capability has increased within the year and the Agilisys Digital project will continue across Council services next year along with the delivery of mobile working platform within Social Care.

Achievements over the last 12 months



Service Delivery - Summary

Despite some challenges throughout the year, in particular in ICT, overall Service Delivery for the Partnership in North Somerset was strong in 2015/2016, with only two key performance indicators (KPIs) missing the required standard all year.

Some notable highlights in service delivery relate to cash collection, where the Council Tax and Business Rates service once again overachieved its financial target by more than £800k, from a base of approximately £150 million.

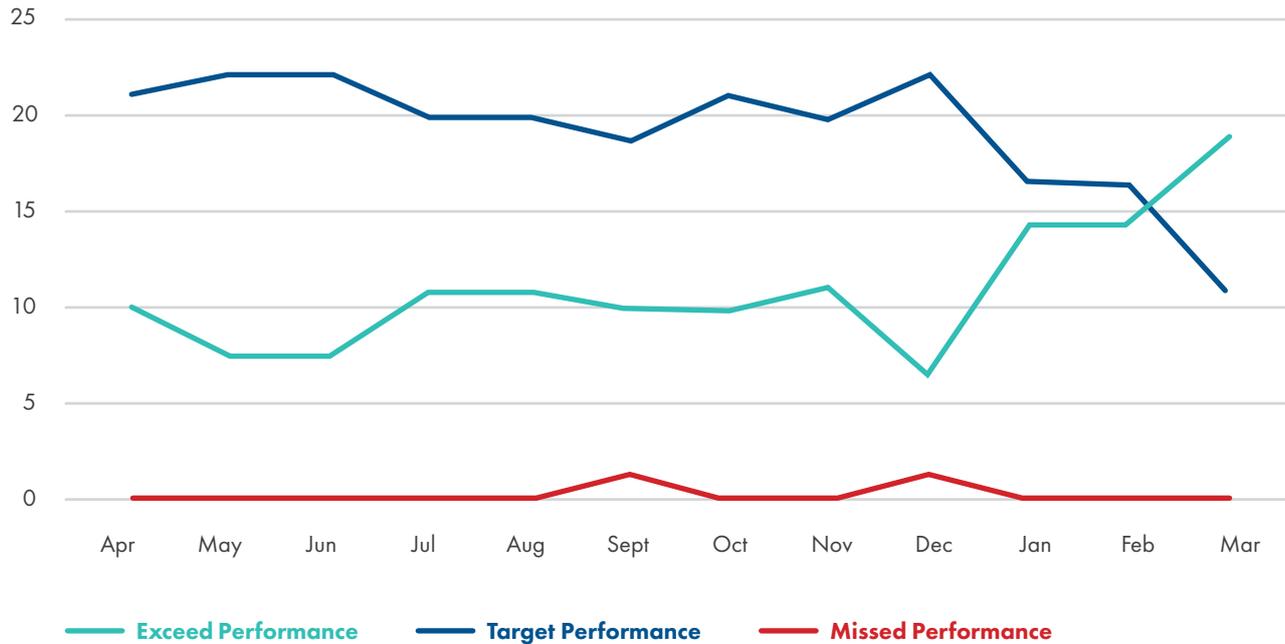
Customer satisfaction was another high performing area, with face to face customer satisfaction increasing by over 10% in quarter four - thanks to a Partnership-led project to improve customer experience within the Gateway in the Town Hall. Telephone-based customer satisfaction also achieved excellent results, averaging over 95% for the year.

Another area worth highlighting is the Benefits service, which significantly reduced the time taken to process new benefits claims, finishing the year at an average of 17 days, which places North Somerset in the upper quartile of the national Council leagues tables.

Looking ahead to 2016/2017, the Partnership will continue to challenge all of its services to raise the bar in terms of performance. Some of the KPIs will have increased targets to reflect this aim and there will also be an introduction of new KPIs to measure some of the changing priorities of North Somerset Council.



2015/2016 Service Delivery KPI Performance



Service Delivery

Over 2,000

IT devices replaced

99.9%

payroll accuracy

3.71%

call centre abandonment rate

£842,000

cash collected over target for the year in council tax and business rates

Over 10,000

council tax customers activating online accounts

95%

telephone customer satisfaction

Face to face customer satisfaction **up 10%** in quarter four

Council tax exceeded in-year collection target for the year by **0.4%** and business rates collection exceeded target for the year by **0.38%**

Over 4,400

online direct debits

70%

of switchboard calls now automated

North Somerset key facts



10 year
services contract



£200M+
contract value



400
staff transfer



Circa
£10million
savings delivered
so far



£5.1 m
rental income
commitments
to NSC



Job creation target
250
(already achieved)



Apprenticeship target
100



Over
1 million
customer contacts
handled each year



Average of
£1,750
per seat to provide
and manage IT and
telephony



30,000
MyAccount Portal
registrations

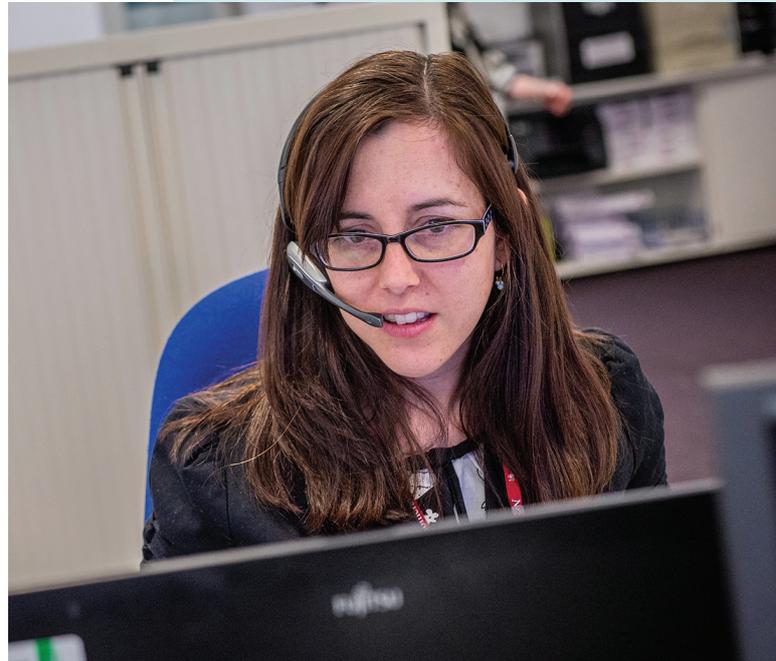
Customer Service

The Customer Service team has maintained a high level of service in 2015/2016, with service performance measures either met or exceeded throughout the year.

With the implementation of new technology to support the customer service process, such as the Avon and Somerset police system and Agilisys Engage deployed to support Care Connect, Waste and School Admissions, the Customer Service team have helped North Somerset Council continue to provide a higher level of service to its residents and staff.

To allow customers to rate their experiences, Govmetrics was introduced into the customer service area in 2015/2016. As a result NSC has scored within the top 10 of participating Councils across the country in customer satisfaction, with performance scores of 99% telephone-based, and 90% face-to-face.

This year, the Customer Service team will continue working on the forefront of the Channel Shift Programme, which will enable the Council to offer greater choice for citizens to transact online and to deliver further cost savings to the Council.





Business Support

The transfer of the Business Support service enabled us to streamline a number of key processes delivering operational efficiencies, removing duplication and improving productivity. Business Support agents have been trained across multiple services to enable a greater level of resilience and flexibility to this service.

2015/2016 proved to be a challenging year, with Agilisys Business Support working to bring together 195 employees across Business Support and Customer Service, creating specialist hubs to support: Adult Social Care, Children's Social Care, Education, and Application

Processing. These specialist hubs have been created to work alongside the existing Council Connect and Care Connect services, to bring more effective service to North Somerset Council.

Agilisys Business Support has successfully created and recruited 5 apprenticeship positions since Jan 2016.

In 2016/2017, the Business Support service will benefit from the implementation of new technologies, such as a Booking and Meetings program, to drive further service improvements and cost savings for North Somerset Council.

SERVICE CENTRE:

Revenue & Benefits Operations

In 2015/2016 our delivery partner, Liberata, has continued to maintain a high level of service in Revenues and Benefits by meeting KPIs consistently throughout the year. The collections services has created in excess of £750,000 this year compared to previous years performance, the success can be attributed to working smarter with technology and our partners.

Innovation is a key objective of the service and this can be demonstrated with over 30,000 customers live with the self service portal. The service now delivers over 80% of its Housing Benefit claims on line providing the customer a quicker route to payments than via the traditional whitemail option. There have also been a number successful initiatives launched, such as the South Ward Initiative where we are working in a different way with customers to resolve Council Tax collection problems in one of the authority's most deprived wards, to achieve the right outcome for both the customer and the Council.



Liberata has also delivered an extremely complex Subsidy and Housing Benefit overpayment service on behalf of North Somerset Council without issue, while also successfully navigating the implementation of the first phase of Universal Credit.

Additional jobs have been brought to North Somerset due to the delivery of Capacity GRID and Redcar Business Rates where the service delivers to 8 other local authorities collecting in excess of £750 million.

The service interacts with every household within the authority transacting electronically with a high proportion of the public. It is important to note that the service ensures that there is a channel of choice for each customer when dealing with the Revenues and Benefits team.

In 2016/2017 the service will deliver its Channel Shift Maximisation programme, moving greater numbers of customers to convenient online services.

Service centre

Exchequer Services: Finance & Accounting

The service delivers all transactional financial services on behalf of NSC. These include payments to suppliers, collection of over £40 million in sundry debt and bank reconciliation. The year has been a successful one with improvements in collection rates, 100% of invoices were scanned upon receipt, in 2 days.

Additionally, we continually work to innovate and examples of this in 15/16 are the implementation of new Car Parking self-serve payments and upgrading the Council Financial system to enable further automation.

HR & Payroll

The service has been delivered to a very high standard over the last year, achieving levels of accuracy in 99.95% each month of the year. The HR and Payroll service continues to show a commitment to safeguarding staff and service users by meeting legislative targets on behalf of the Council. In 2015, the HR and Payroll Service successfully passed an internal audit in which all human resource and payroll processes were evaluated.

In 2016/2017 the focus is to continue to maximise the Council's investment in self service with all service users.

Soft Facilities Management

The aim of the Facilities Management service is to be invisible to the building users, and this year we have delivered a service that has achieved its highest ever customer satisfaction levels. We have continued to implement changes and cost improvements for the Council and a major focus of the service has been to provide seamless support in the major move of the Print Unit from the Town Hall to Castlewood. Building users have been able to concentrate on their core roles whilst the environment they work in is conducive to productive and safe working.



ICT

The last 12 months for ICT have been challenging, with an accelerated pace of change to support financial and technical pressures within the Council. During this period, the Agilisys ICT transformation programme has transformed the entire face of the IT service in North Somerset. Through delivering a range of projects, including a desktop refresh and migration to Cloud Computing, this programme has minimised the impact of many IT-related challenges that the Council have experienced in the past. Service users in North Somerset can enjoy a utility-based, evergreen IT service that ensures that integration with new emerging technologies will be easier to embrace, thus allowing them to keep pace with the ever changing business needs of an increasingly mobile population. This programme has not been without its challenges, however the Partnership has worked closely with the Council to ensure that issues were overcome and the impact to service delivery was not sustained. Looking ahead, the Council's corporate telephony platform is due to be replaced in 2017 through the roll out of Unified



Communications. This change will lead to a higher level of integration with Agilisys corporate IT architecture, thus providing North Somerset Council the added benefit of reduced costs in both procurement and operation. The introduction of new mobile devices will allow the Council's mobile workforce access to the tools they need to be effective while working remotely, and will also hope to eliminate extra costs due to supporting aging technology. Also assisting with this vision, in August, the Desktop Video Conferencing project is set to be delivered.

With the pace of change that is being experienced within IT, it is important that "Business as Usual" does not suffer and that a high quality of service is maintained. With this goal in mind, ICT will be focusing on delivering a high quality, reliable service by driving quality frameworks for IT services - such as ISO 20000 (ITIL), ISO 9001 (Quality) and ISO27001 (Security). Achieving this level of accreditation will ensure that North Somerset Council and its residents will enjoy a world-class service, delivered through cutting edge technologies, for years to come.

Digital Transformation

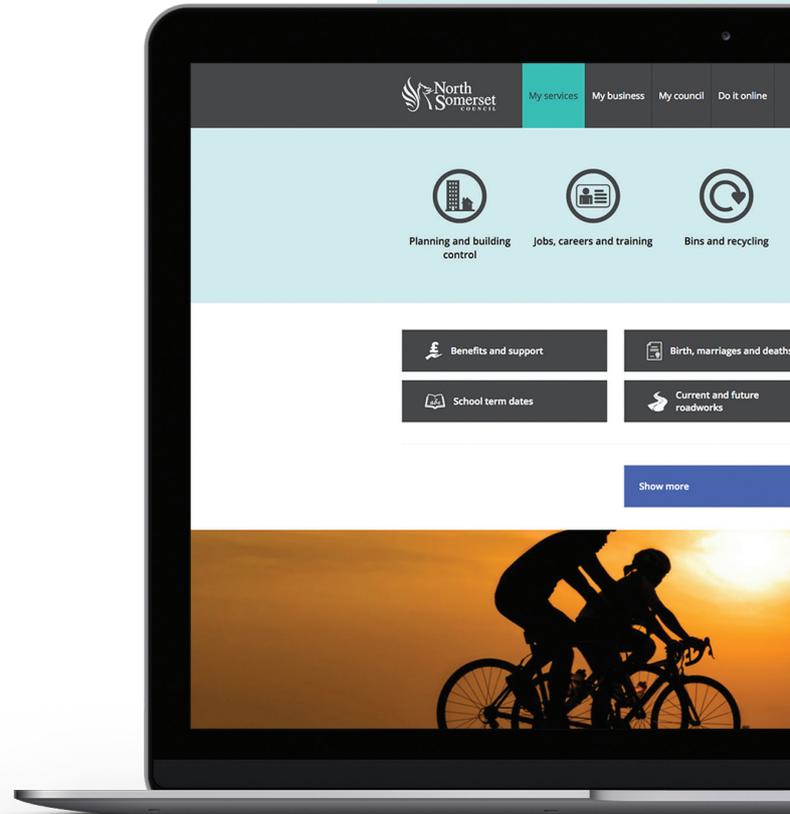
In 2015, the Council implemented a strategy to increase its digital service capability which resulted in the commissioning of a series of projects, such as the enhanced Customer Platform, Website Refresh and Mobile Working.

Website Refresh

Marking the start of a series of improvements to North Somerset Council's online services, the Partnership delivered the Council's new public-facing website in February 2016.

The key differences in the new website are:

- Modern, icon-based look
- Automatically adjusts to size of screen on mobile devices
- Highlighted links and downloads
- Buttons for online forms
- Improved structure and layout
- Suggested links
- Web chat functionality and information pop-ups



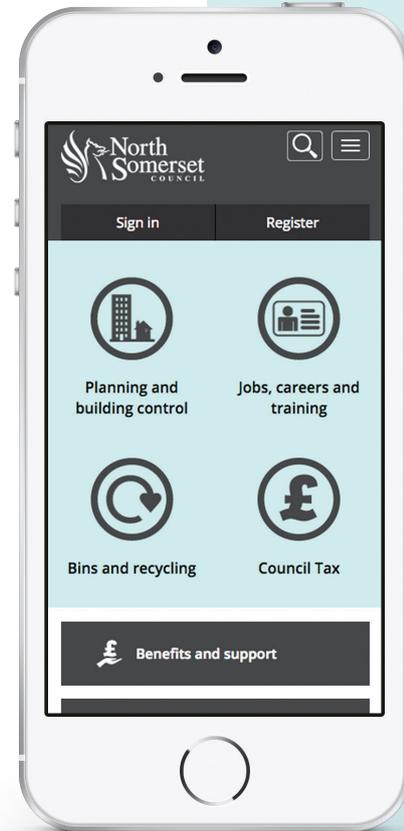
Mobile Working

Supporting many of the Council's strategic priorities, including the Council's Digital First strategy, the wider mobile working programme will enable the Council to unlock capacity, demonstrate cashable efficiency gains and improve productivity and service performance through:

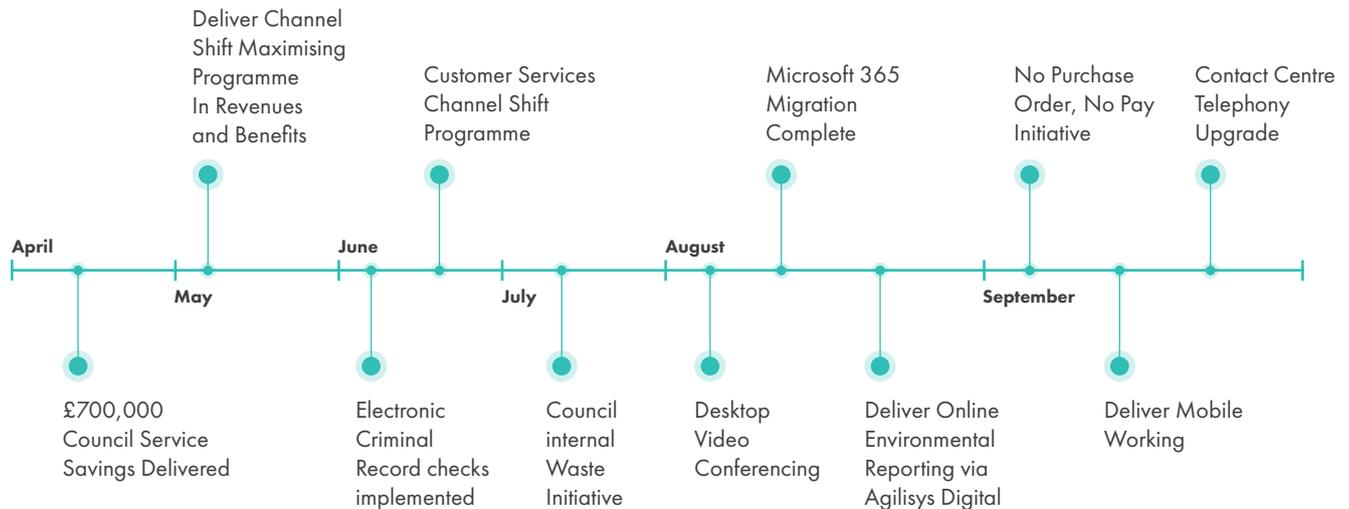
- Access to real time data
- Reduction in unnecessary travel time and associated travel costs
- Reducing duplication of activity and re-keying
- Reduction in unnecessary follow-up visits
- Better scheduling and planning of resources

Customer Platform

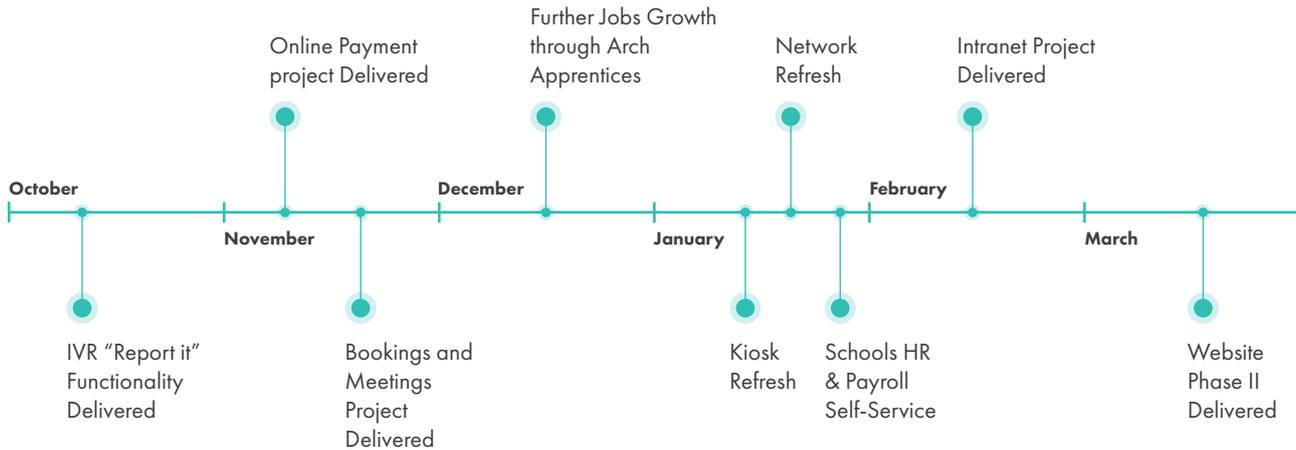
An extension of the Council's implementation of Agilisys Digital, the Customer Platform will provide the Council with a single strategic platform for customers to interact with the Council for key services. Simple to use, intuitive and available 24/7, the Agilisys Digital platform will allow customers - residents and local businesses alike - to interact with the Council when it's convenient for them. Agilisys Digital will offer dozens of online functions, from e-billing to pothole reporting, and meets the Council objectives of encouraging residents to go Digital First.



Plans for 2016/2017



Plans for 2016/2017



Bringing jobs and Arch apprentices to North Somerset...

We have created a partnership with Arch Apprentices, Agilisys and North Somerset Council to create life changing opportunities for the young people of North Somerset. Our objective is to deliver Digital Marketing and IT Apprenticeships to the region not only within our own operations but also with other employers in the region.

Since the first cohort in October 2015, Arch has placed a number of young people in exciting job roles in Digital Business, Digital Marketing and IT. The successful partnership between Arch Apprentices, Agilisys, North Somerset Council and local employers is delivering fantastic opportunities to young people in the region along with addressing the Digital and IT skills gap. There are currently 20 apprentices working across Agilisys, North Somerset Council and employers in the region.

Additionally, 2015 saw the addition of a number of roles across North Somerset to support Westminster City Council, Save The Children, Citizens Advice Bureau, and Legal Aid.







Corporate and Social Responsibility

As part of the North Somerset contract, Agilisys and Liberata have committed to a number of measures, one of them involving encouraging employees to support local organisations that have a positive impact on the everyday lives of North Somerset's residents. This support includes the funding of around 200 days of employee time, per year, to be used for activities that are considered to be essential to our Corporate and Social Responsibility here in North Somerset.

We are proud to report that in the past year, Agilisys and Liberata staff in North Somerset have spent over 400 hours focusing on community initiatives such as reading buddies, Castle Batch Earth Day Clean Up, Macmillan Big Coffee Morning, and Diabetes UK, to name a few.

Employee Ownership Trust

Since April, 2015, Agilisys made the momentous decision to become an Employee Owned Trust (EOT). In this time, a structure has been established to allow Agilisys employees to have greater engagement and ownership in how the business operates.

Employees are now even more involved in the running of Agilisys; not only ensuring that plans are in line with the experience of people working at the coal face and boosting productivity and motivation, but also vastly improving the employees' wellbeing and working environment.

Agilisys are delighted to have secured the future of the organisation in this way. Independence and longevity is key to delivering the service its clients require, and the EOT business model is a perfect fit for Agilisys.



Conclusion

The past year has brought an unprecedented amount of change to the services we provide and has created a number of challenges with our service delivery. However, through working as a partnership with North Somerset Council, we have been able to overcome these issues and have delivered a substantial amount of transformation throughout the year.

I am particularly proud of the support we have provided to the Council's digital transformation strategy such as our implementation of the updated website project that was delivered on time, in budget, and received very well by North Somerset Council residents and staff alike. I am also proud of the completion of the ICT transformation Programme which

has laid a solid foundation for North Somerset Council to deliver services more effectively, at a reduced cost.

I would also like to highlight the strong performance from our partner, Liberata, in the previous twelve months. Specifically, in relation to the extra income they have delivered to North Somerset Council this year, which is of significant importance during times of increased budget challenges and demands on services.

Looking forward to 2016/2017, as the Council's strategic partner I am excited about the role we will play supporting the Council's transformation programme. We are committed to delivering high quality services and innovation to change the way that we and the Council will work, driving increased value for the officers,

partners and residents of North Somerset. North Somerset Council remains one of Agilisys' most highly-valued clients, and I am looking forward to working together over the next year on delivering the Council's priorities and supporting the opportunities that lie ahead for our partnership.

Finally, I would like to offer my thanks to all the staff within the Partnership, who work tirelessly to support the residents and customers of North Somerset, and who every day deliver excellent customer service.

Ailsa Gerrard

Client Development Director, Agilisys





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Liberata