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**To:** Policy & Resources Cabinet Committee

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**Subject:** KCC/Agilisys Partnership

**Classification:** Unrestricted

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**SUMMARY:** This paper reports on the status and progress of the strategic partnership between Agilisys and KCC.

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## **1. INTRODUCTION**

1.1. After a procurement process, Agilisys won the contract to run Kent County Council's Digital Services team and Contact Point from 9<sup>th</sup> December 2015 for at least six years, with an option to extend for a further four. Agilisys was selected by the Council for its expertise in the transformation and delivery of end-to-end customer contact services, and for its proposals to simplify and extend Kent's digital channels.

## **2. FINANCIAL IMPLICATIONS**

2.1. The contract with Agilisys will be worth around £23m over the next six years and gives the Council access to a proven supplier, whilst enabling long term savings to the Council through investment in their digital platform and providing a more efficient customer contact experience.

2.2 Agilisys' supposition is that call volumes, and consequently the cost to KCC, will reduce dramatically over the contract term as a direct result of the investment in their solution and the work that Agilisys will facilitate within each of the Directorates.

2.3 Transition and transformational costs of £2.4m (included in the Agilisys contract value) will be paid for by the Council through milestone payments within the first two years of contract. These investment costs have been included in the current MTFP and will enable the delivery of the end-to-end customer experience and the planned channel shift.

2.4 Whilst there are clear benefits in their solution, there are also associated risks attached to its implementation and delivery, including the risk that the planned channel shift does not materialise and the reduction in call volumes predicted by

Agilisys may not be achievable, therefore the planned cost reductions are not realisable.

2.5 Agilisys predict total call volumes over the whole term of the contract of 4m, whereas the service predicts 6.5m. This difference of 2.5m calls would cost an additional £3.6m, assuming the contract option to extend was executed and the contract runs the full ten year term.

### **3. THE DIGITAL AGENDA AND CORE TOOLS**

3.1 The digital agenda is the programme of activity to create a unique, joined up approach to online council services. It will improve customer experience through the redesign and digitisation of KCC's services across the County, and will provide a single point of access for all KCC contact, interaction and some service delivery.

3.2 As part of the contract, Agilisys offer the following core tools:

- **Engage:** An analytics and insight tool that captures data and insight from every online journey. It tracks which pages people visit, how long they take, where they click on the page and when they leave the site. It also uses analytics from previous visits to begin predicting how to make customer journeys easier. Tools include signposts that pop up and divert customers quickly to relevant content, and webchat, where an advisor can help a customer online rather than on the phone.
- **Netcall:** An automatic voice recognition system. When a customer calls KCC's phone number they can choose to say the name of the person they are calling, and Netcall will look up the name on KNet and connect them straight away.
- **Agilisys Digital My Account:** Customers can create an account with KCC, which gives them one single access point to all KCC services and transactions.
- **Knowledge base:** An enhanced information and search facility that offers better and more accurate search functionality. It learns from the words people use when they are searching, and the search organically starts to predict what people might be searching for. It also offers a feedback option if the information appears to be wrong.

These will all help us be more efficient in the management of customer contact; providing better insight, enabling a more consistent customer journey, and improved information management. By April 2017 all these tools will be installed and used by the Customer Service Operations and Digital Services teams.

3.3 The contract also includes two service-specific digital tools:

- **Love Clean Streets:** Services in GET are joining together to address customer needs for fault reporting in Flooding, Public Rights of Way and

Highways. Driven by the GET Customer Service outcomes, the directorate is working to provide better and more consistent access to reporting services through this user-friendly platform, as well as helping streamline back office processes at the same time.

- **Quickheart (Agilisys Care)** is an online tool that allows customers to carry out a self-assessment of care needs they may have. As Social Care embark on their new transformation programme we are exploring how we might offer customers access to information, advice and support online, and the impact that can have on KCC front line services.

The implementation of these forms part of an ongoing series of discussions with Agilisys to ensure that the service needs are fully understood, and that both products are tailored to provide bespoke solutions to specific requirements.

#### **4. kent.gov.uk PERFORMANCE TO DATE**

4.1 The two principal services that were transferred to Agilisys on 9<sup>th</sup> December were the Council’s website kent.gov.uk and the customer contact point. Across the two services performance has been broadly in line with expectations with one exception (see 5.2).

4.2 kent.gov.uk, which received over 4.6 million visits last year, recently won the Society of IT Management award for the best County Council website in the country beating 26 other Councils. This is an important industry gold standard and the site received the highest possible scores for tasks available to the customer, usability, accessibility and its effectiveness on mobile platforms.

4.3 There are approximately 30 ongoing projects managed by the digital services team at any given moment, ranging from content design (e.g. Maidstone Bridges) to service delivery (e.g. school applications).

4.4. Contractual KPIs have been met and a review of these was started in June with a view to revising KPIs where appropriate and adopting them in the autumn. Current performance is:

KPI/PI Reference	Description	Objective / Target	Result
DS-KPI1	Digital Satisfaction	>=65%	78.5%
DS-KPI2	Digital Services response time	>=95%	100%

4.5 Opportunities for the future include:

- the development of a more sophisticated online payments system to negate the need for manual reconciliation
- review of all software packages to ensure greater flexibility
- increased insight into customer behaviour online to ensure that we continue to understand their needs and adapt the site accordingly

## **5. CONTACT POINT PERFORMANCE TO DATE**

5.1 Performance across the first six months of the contract has been positive, with the exception of a slight underperformance in quality assessments in April.

<b>KPI/PI</b>	<b>Description</b>	<b>Objective/Target</b>	<b>Jan 2016</b>	<b>Feb 2016</b>	<b>Mar 2016</b>	<b>Apr 2016</b>	<b>May 2016</b>
CS1	Percentage of callers who rate the Advisors in Contact Point as good.	97%	98.0%	97.6%	97.4%	97.8%	98.1%
CS2	Contact Point call answer rate.	95%	96.7%	95.0%	95.6%	97.0%	96.8%
CS3	Advisor Quality Assessments (% of reviews achieving 85% or more)	70%	75.8%	79.4%	75.0%	66.4%	76.9%
CS4	Service complaints responded to within 28 days	90%	100.0%	100.0%	100.0%	100.0%	100.0%
DS1	Digital Satisfaction	>=65%	79.8%	77.1%	80.9%	79.3%	79.7%
DS2	Digital Services Response times	>=95%	100.0%	99.3%	100.0%	100.0%	100.0%
PI2	% of calls answered in 40 seconds	80.0%	82.8%	75.8%	80.9%	83.4%	82.3%
PI3	Average wait time (average speed of answer)	<50 seconds	00:24	00:34	00:28	00:23	00:24

<b>Month</b>	<b>Calls received</b>	<b>Calls answered</b>
January 2016	65067	62044
February 2016	59086	56177
March 2016	64831	61454
April 2016	59604	57188
May 2016	56880	54597

5.2 There have, however, been performance issues with the Out of Hours service that have caused operational difficulties for both Social Care and Highways. These issues have related to the quality of information provided and delays in passing on information back to directorates in a timely manner. There has also

been an issue with the resilience of the Out of Hours service in being able to respond quickly and efficiently to peaks in call demand, especially following periods of adverse weather, such as 'Storm Katie'.

5.3 These important issues have been raised with Agilisys, and following a review a rectification plan was implemented in May with mutually agreed actions for improvement. The plan covers a number of actions needed to address the issues uncovered, including:

- additional training for contact advisers focusing on questioning skills and gathering information
- training for supervisors to give better management support to advisers
- cross-skilling of staff to improve resilience
- a business continuity and disaster recovery plan in cases of adverse weather, staff sickness, building access and equipment faults
- a new key performance indicator to assess the quality of the advice provided by the Out of Hours team, their questioning skills, customer service and the sufficiency and accuracy of the information provided back to directorates.

5.4 KCC's client team is closely monitoring and reviewing progress and has made a number of visits to the Out of Hours service to oversee the changes put in place. Agilisys have completed 80% of the actions and are on course to complete all actions by the end of August.

## **6. GOVERNANCE AND CONTRACT MANAGEMENT**

6.1. The partnership is managed through a series of Boards consisting of executive officers from both partners. The strategic direction of the partnership and the day to management of project delivery is led through the EODD division, and specifically Kent Communications.

## GOVERNANCE STRUCTURE

### **GOVERNANCE**

KCC: Paul Carter, David Cockburn, Amanda Beer

Agilisys: Steven Beard, Andrew Mindenhall, Nick Cobley

- Provides direction for the partnership, agrees new business ideas, reviews the partnership terms annually  
*Meets quarterly*

### **PARTNERSHIP BOARD**

KCC: Amanda Beer, Rebecca Spore, Emma Mitchell

Agilisys: Andrew Mindenhall, Richard Hanrahan

- Reviews partnership and core contract performance, agrees action on major risks/issues and commissions and reviews business cases submitted by Service Development Board  
*Meets monthly*

### **SERVICE DEVELOPMENT BOARD**

KCC: James Pestell, Michael Lloyd, Andrew Bose, Peter Brook, Christopher Smith, Megan Carter

Agilisys: Ashley Bryant, Nicky Philp, Kieron McQuade, Rhodri Rowlands, Angela Ashton, Sophie Tarnoy

- Monitors performance, manages communications, identifies and manages day-to-day risk, agrees and manages changes to project plans, identifies and manages insight needs  
*Meets monthly*

### **SERVICE DELIVERY BOARD**

KCC: Megan Carter, Peter Brook, Christopher Smith, Aaron Prior

Agilisys: Eshe Dow, Contact Point and Digital Services Team Managers

- Reviews performance of core contract, monitors KPIs and agrees remedial action, payment thresholds and service credits/relief  
*Meets monthly*

6.2 Contract management responsibility sits with the Business Intelligence Directorate and has responsibility for:

- Achieving value for money and financial control
- Managing Risk to an acceptable level
- Reducing the risk of not achieving the desired outcome or objective.
- Early identification and resolution of poor performance, contractual issues or disputes
- Measurement of the specification against contract performance and identification of contract changes and/ or variations
- Auditability.

## **7. FUTURE AMBITIONS**

7.1. Although still in its early stages the partnership is extending its customer led strategic approach beyond the implementation of the suite of core tools. It will develop the digital agenda in a number of ways, including:

- A single point of access for customers contacting Kent County Council with the resulting consistent approach to communication and transactions within the council. Customers will be able to access their transaction and contact history through their account.
- The opportunity to simplify customer journeys by removing the need for them to understand complex local government structures and remits
- The opportunity to create a network of relationships across the public and voluntary sectors, with a shared understanding of customer data, and how that data is interpreted, evaluated and used in service redesign.
- The opportunity to share responsibility for providing advice and guidance, signposting effectively and sharing insight around channel usage and management

## **RECOMMENDATION**

Policy and Resources Committee is asked to note and endorse the approach to the development, governance and management of the partnership.

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