

# Transforming Back Office Parking Administration March 2010

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- Central Government cuts in grants
- Political pressure to reduce spending/cut costs
- Translating into cuts of between 15% - 25% for LA departments as soon as 2011-12
- **That's in 1 year's time!**

- Can you run the service with up to 25% less budget?
- How are you preparing for this?

- 110,000 PCN's
- Gross staff costs £416k - **£3.78 p/PCN**
- Excluding manager/IT support £337k or **£3.06 p/PCN**
- Total staff including management and support = **15 FTE's or an average of £27,773 p/FTE inclusive of costs**

- The journey took over 2 years
  
- Year 1 - Restructure
  - Moved TPO into finance
  - Lower grades
  - Generic working
  - Re-engineered processes
  - Introduction of performance management
  - Culture change
  - Reduction in FTE's

- Year 2 - Housekeeping and Implementation of New Parking System
  - Data base tidy up
  - Write offs
  - Procured and implemented Civica CE system
  - Increased automation
  - New bailiff contract
  - Staff development
  - Increased use of targets and performance management
  - Reduction in FTE's

# Work can be done differently – e.g.

- Re-design back office and look for synergies which can deliver benefit from economies of scale and react appropriately to peaks in work
- Utilise the WEB for self service using on-line forms but make key fields mandatory
- Automate by redirecting e-mails and web representations into your dip and workflow parking trays
  - Reduction in paper mail
  - Reduction in scanning and indexing
  - Reduction in FTE's
- Move to more generic working so workers can deal with a variety of disciplines within the TPO

# Work can be done differently – e.g.

- Developing good quality letter templates so new staff members can be productive quickly with basic training
- Move to electronic appeal pack submission to PATAS
- Carry out channel migration re-payments
- Joint ventures with other authorities to ensure affordability/economies of scale

- No back logs
- Performance management in place – staff targets set according to document type/job role
- Auto work allocation via task flow
- Process times/work volumes automatically reported – individual/team level or per day/per document type
- Reduction of 23% in TPO staff costs
  - Deletion of 1 bailiff administration post
  - Deletion of 1 scanning & indexing post
  - Deletion of 1 appeals post
  - Deletion of 1 systems post
  - Deletion of 1 complaints manager post
  - Deletion of 2 letter and representation processor posts

- Ability to reduce staff
- Flexible and generic working
- Facilitates performance management
- Auto work allocation via task flow
- Home working
- Shared services with neighbouring authorities
- Ability to sell spare capacity

## Processes

- DIP functionality a must to inform/deliver new ways of working
- Must not try and fit old process into tool – rather tool must be catalyst to re-design process
- Utilise system replacement as opportunity for BPR

## Transactions/ Transactional Activity

- All that staff do can be broken down into its most basic actions
- Must have visibility of low level transactions
- Utilise DIP & workflow facilities to auto manage transactions – via the use of different document types

- Do not bespoke a system solution - accept standard system and work with suppliers to ensure system is developed - **BESPOKE ALWAYS COSTS**
- Talk to others who have gone through the change
- Involve the staff – their ideas matter – ultimate users
- Use 'key enthusiasts' to champion system/culture change

- Senior management involvement key – set vision and objectives
- Early reduction in staff resources
- Performance management culture fundamental – higher productivity is expectation
- Early setting of targets for staff outputs
- Training programme/ensure staff are all up to baseline re competencies

- Form a common understanding of objectives and methods with customers
- Work in partnership to deliver the solution
- Provide modern flexible software that can be configured to support new business processes
- Open software for integration, e.g. corporate web sites, DIP/workflow, payments

- Provide a fully configured off the shelf solution pre-configured to support new working practices
- New CE requires no new IT investment just a desire to improve performance and make use of the best practice tools
- Standardised hub that holds the core components:
  - Penalty charge processing
  - Integrated web services
  - CCTV
  - Hosting