



NOTTINGHAM CITY COUNCIL
EXECUTIVE BOARD
BACKGROUND PAPERS

Date: Tuesday 25 February 2014

Time: 2.00 pm

Place: Ground Floor Committee Room - Loxley House

The following background papers do not form part of the agenda but are provided to support agenda item 7. They are not circulated in hard copy but must be publicly available.

Constitutional Services Officer: Laura Wilson **Direct Dial:** 0115 8764301

BACKGROUND PAPERS

Pages

7	CUSTOMER ACCESS PROGRAMME - BUSINESS CASE - KEY DECISION	3 - 48
	Report of Portfolio Holder for Community Services	

This page is intentionally left blank

Customer Access Programme

Final Outline Business Case

Contents

1. Executive summary
2. Purpose and decisions required
3. Current position
4. Options appraisal
5. Proposed option
6. Strategic fit
7. Cost/benefits case
8. Underpinning assumptions and findings
9. Flexing and timing
10. Recommendations
11. Next steps

1. Executive summary

The Strategic Outline Case (SOC) for the Customer Access Programme (CAP) has previously been endorsed at the Citizen First board. This SOC introduced the strategic direction, project concept and a high level consideration of possible options. The Outline Business Case (OBC) contains a more comprehensive analysis of the preferred options to assess whether there is a compelling imperative to progress.

The current position and the need to change

This OBC provides an overview assessment of the Council's current provision of customer service compared to other authorities and recognised customers expectations. It depicts that there are significant opportunities to reduce contact demand and then provide a more joined up, digital-led provision of service. This would lead to increased customer satisfaction by interacting in a manner that suits them better plus allows the Council to gain efficiencies by wider usage of self-service channels.

Narrowing SOC options

The OBC provides a rationale to filter to one option to base the assessment on. This filtering leads to the option that: incorporates all services for transformation; is implemented by establishing the necessary foundations early but then phasing the introduction of services. It recognises to achieve the principles agreed in the SOC a single customer service function is required – but this does not necessarily mean a single physical entity. This assessment also recognises the Council's desire to create and operate its own function prior to increasing links to partners or considering other parties to operate this function on their behalf.

1. Executive summary

Proposed option

A potential operating model has been developed. This is based on three levels of interaction – self-service to cater for simple interactions, a customer management layer for the complex and service delivery/back office for the unique ones. On this basis we encourage customers to help themselves, then to provide maximum first time resolution when they to contact us and when required have the necessary expertise for those involved cases. We have also considered that different customer groups need different pathways through this model e.g. business customers may need to contact a more income-generation based team.

Assessing the strategic fit of the proposed option

The option has been assessed for strategic fit against the design principles; which it does and in doing so aids development of those principles into more tangible considerations in terms of channels, process, people and technology.

Assessing the financial benefits of the proposed option

The option has been assessed against leading practice from other local authorities to understand what the true opportunity is here. As befits an OBC this assessment uses our data and makes assumptions where required.

The financial assessment is based on two factors:

- 1.how our current telephony good practice areas could be expanded to take on additional services and how we could deepen what we do at this first contact (fulfilment)
- 2.how we could shift the balance of our channels to web self-service (where appropriate).

1. Executive summary

Benefits case

This assessment indicates that there are efficiency saving from year 4 (to account for time lag in behavioural adoption of new channels). This savings prediction has been compared against other authorities to provide comparative confidence.

From our interviews with key stakeholders during this OBC process and by drawing on ideas from other authorities we have started to develop ideas of what we could develop per channel per department. Again confirming that this is all possible for us. An important task in the FBC stage will be to map dependencies with other Programmes to ensure that any identified benefits are only counted once.

Investment needs

Implementation of this proposed 3 year programme does not come without investment. Indicative investment needs have been determined for budgetary consideration encompassing ICT, internal resource, external support. Funding sources to be agreed assuming approval to proceed.

Proposed next steps

1. It is proposed that this programme progresses to the next stage, Full Business Case, which would provide a fuller understanding of the current position of the organisation and undertake high level design. This FBC stage would require collaborative working with Departments to assess and design their future needs.
2. In line with the investment proposals defined in this OBC, it is believed external support would be required to develop the FBC. It is proposed that the tendering scope and approach is defined.
3. Moving to the FBC stage and the need for wider Department involvement provides the opportunity to refine the governance. It is proposed that the Governance of the second phase of Citizen First is changed to a delivery and a strategy group.

2. Purpose and decisions required

Background and context

The Customer Access Programme (CAP) emerged as one of the workstreams of the Citizen First Programme and its mandate has been given through that programme. Subsequently the CAP has been identified as a potential 'Big Ticket' and its mandate has been further refined. There are three distinct phases:

- **The Strategic Outline Case (SOC)** - The SOC was the preliminary document that introduced the basic project concept and included a high level consideration of possible options in the various areas of the programme.
- **The Outline Business Case (OBC)** - The OBC contains a much more comprehensive analysis of the selected option. It provides the basis for a formal decision on whether or not to proceed to the next stage, which will be the implementation of the proposed option. The OBC includes thorough assessments of strategic fit, option appraisal, achievability, assumptions about costs, benefits, risks and funding. The OBC will also recommend a particular procurement route for any aspects requiring tendering.
- **The Full Business Case (FBC)** - The FBC will provide all the information needed to support a decision to commit actual funding to the full programme. It should provide a basis for the necessary project management, monitoring, evaluation and benefits realisation and will also contain information on any procurement required.

2. Purpose and decisions required

Purpose

This Outline Business Case (OBC) contains a more comprehensive analysis of the selected options. It provides the basis for a formal decision on whether or not to proceed to the next stage, which will be the development of a Full Business Case (FBC) and, assuming progression, implementation of the proposed option.

This OBC includes an appraisal of:

- SOC options to filter to one preferred option
- Strategic fit of this selected option against design principles
- High level benefits and costs associated with the selected option and key assumptions
- Achievability and risk mitigation.

As such this OBC is still a high level appraisal, allowing the Council to move at pace yet incrementally to give control over and confidence in its decisions.

This OBC does not include:

- Full assessment of current state provision including service by service volumetrics
- Design of the solution
- Detailed costing.
- Detailed citizen insight

2. Purpose and decisions required

Approach

This OBC has been approached by:

1. Collation of existing data e.g. transaction data, customer research
2. Interviews with key stakeholders (primarily those responsible for areas of high customer contact)
 - We have completed interviews with over 15 key stakeholders from across the organisation and visited customer access points at Angel Row and Neighbourhood Services contact centre.
3. Modelling Council data and comparison against leading practice in other authorities.

Full details can be found in the appendices.

This OBC then proposes an option with an associated financial and non-financial rationale.

The next steps are then defined, including:

- Decisions required
- Next programme steps, including planning the FBC
- Future governance proposals.

2. Purpose and decisions required

Decisions required




1. Approve this OBC option as the preferred method of delivering the vision
2. Agreement to proceed in planning the FBC, including developing the resource plan and proposals for any necessary tendering for any appropriate external resource
3. Agree membership of future governance for next stage, FBC

3. Current position

Scorecard findings

-  **Green** - exhibits good/best practice throughout compared to other Councils
-  **Amber** - exhibit some good practice, with opportunities for improvements compared to other Councils
-  **Red** - opportunities for improvement across the whole area.

The key headlines from the Healthcheck are summarised below along with an associated RAG Assessment against PwC views of good practice

Ambition & purpose	
Vision and Strategy	
Target Operating Model (TOM) Design	
Design Principles	
Key Findings - Where you are now	
Face to Face Provision	
Contact Centre	
Website	
Customer Service function	
Business Processes	

Nottingham City Council have an agreed customer services vision outlined in the SOC, and a Customer Service strategy (citizen first policy). The underpinning strategies e.g. Channel, and associated actions and embedding is still to be completed.

A Target Operating Model for Customer Services has not been agreed; it is a critical component of moving forward corporately

Design principles in place in the SOC. How these are to be cascaded and converted into actions and controls has yet to be defined

Coverage of F2F access based on directorate needs. Further strategic property discussions on-going. Channel shift being considered in pockets.

Fragmented but with some good practices in small pockets. Opportunities to increase depth of service in Front Office in nearly all areas and reduce hand offs to other teams. Opportunity to standardise and simplify processes and systems.

Currently focused on communications rather than users or tasks. A web content project is underway. There is an opportunity to extend development of mobile apps and use of social media, which have currently been introduced in silos

There is no single Customer Service function. A number of smaller, service-specific contact centres / access points are in place and there are opportunities to define their usage and develop increased shared facilities

Instances of customer contact not integrated to back-end processes and systems. This is resulting in inefficient work e.g. additional data entry, and delays to customer experience.

4. Options appraisal

Assessing options from the SOC

Approach

The SOC detailed options under several variables. Some were discounted at SOC stage yet many remained. This OBC has assessed each to propose one scenario – a proposed option. This allows one proposed option to be more fully assessed. The following pages provide this commentary.

Variable	Options from SOC
Scope	Option 1 – Focussed Service Transformation Option 2 – Total Service Transformation Option 3 – Council and partner transformation
Approach	Option 1 – Big bang Option 2 – Phased Option 3 – Hybrid (big set-up then phased migration)
Structure	Option 1 – No change Option 2 – Single customer service function Option 3 – Joint venture or out sourcing
Solution	Option 1 – Current systems, no integration Option 2 – Integrate customer processes into a single system Option 3 – Middleware

4. Options appraisal

Scope

Option 1 <i>Focussed Service Transformation</i>	Option 2 <i>Total Service Transformation</i>	Option 3 <i>Council & Partner Transformation</i>
<p>Discounted at SOC</p> <p>This approach reflects the current situation and does not meet the principles.</p> <p>A phased implementation approach may be considered.</p>	<p>Proposed option</p> <p>Addresses Council ambition and within Council control</p>	<p>Discounted as not suitable at this time</p> <p>Current partnerships will be included but it is not appropriate to extend the range and depth at this time.</p> <p>The current fragmented nature of the services means that the foundation on which to base negotiations with providers does not exist.</p> <p>There is a shared understanding of the level of change the organisation could cope with at one time – so focus on own organisation first.</p> <p>This remains a possibility in the long term, once physical change has taken place and benefits have been realised.</p>

4. Options appraisal

Approach

Option 1 <i>Big Bang</i>	Option 2 <i>Phased Implementation</i>	Option 3 <i>Hybrid</i>
<p>Discounted as too high risk</p> <p>Experience suggests this approach is too high a risk.</p> <p>This does not allow learning from implementations.</p> <p>Typically development time to big bang is extensive, resulting in long lead time before customer experience is improved and financial benefits realised.</p>	<p>Discounted as not meeting design principles</p> <p>This approach does not have the benefit of a customer service function as a platform for service improvement.</p> <p>It could therefore lead to inefficiencies in repeating design and multiple investments.</p>	<p>Proposed option</p> <p>Establish corporate enablers and deploy in phases in a managed manner.</p> <p>Implementing corporate enablers ensures co-ordinated investment.</p>

4. Options appraisal Structure

Option 1 <i>No Change</i>	Option 2 <i>Single Customer Service Function</i>	Option 3 <i>Joint Venture or Outsourcing</i>
<p>Discounted at SOC</p>	<p>Proposed option</p> <p>This option aligns to design principles, it has political backing and it will allow the council the ability to respond to the customer journey.</p> <p>The detail of the function and services offered will be developed at FBC, which will design services around the customer as well as using lessons learned from previous attempts to achieve a CSF and other councils who have implemented similar functions.</p> <p>We will ensure 'lessons learned' from previous work on unified customer service functions are fully understood and applied.</p>	<p>Discounted at this stage</p> <p>Not suitable at this point in time due to lack of clarity on baseline position or future design/service needs.</p> <p>No political will to outsource functions and lose control.</p> <p>Additional partnerships could be an considered going forward (e.g. Health, Sport).</p>

4. Options appraisal

Solution

Option 1 <i>Current Systems - No Integration</i>	Option 2 <i>Integrate Customer Processes into a Unified System</i>	Option 3 <i>Middleware</i>
<p>Discounted at SOC</p>	<p>Proposed option</p> <p>Aligned to the design principles, a CRM-type system would allow movement to a single view of the customer.</p> <p>This option does not propose to replace all existing systems. It seeks to provide an integrated system.</p> <p>(But scope and design needs fuller consideration during FBC including integration strategy with line of business systems, the customer journey, previous experience from similar programmes)</p>	<p>Discounted at this stage</p> <p>Experience from others is this is an expensive and lengthy approach.</p> <p>Complex design and implementation.</p> <p>Doesn't align to the design principles.</p>

5. Proposed option

Scenario description

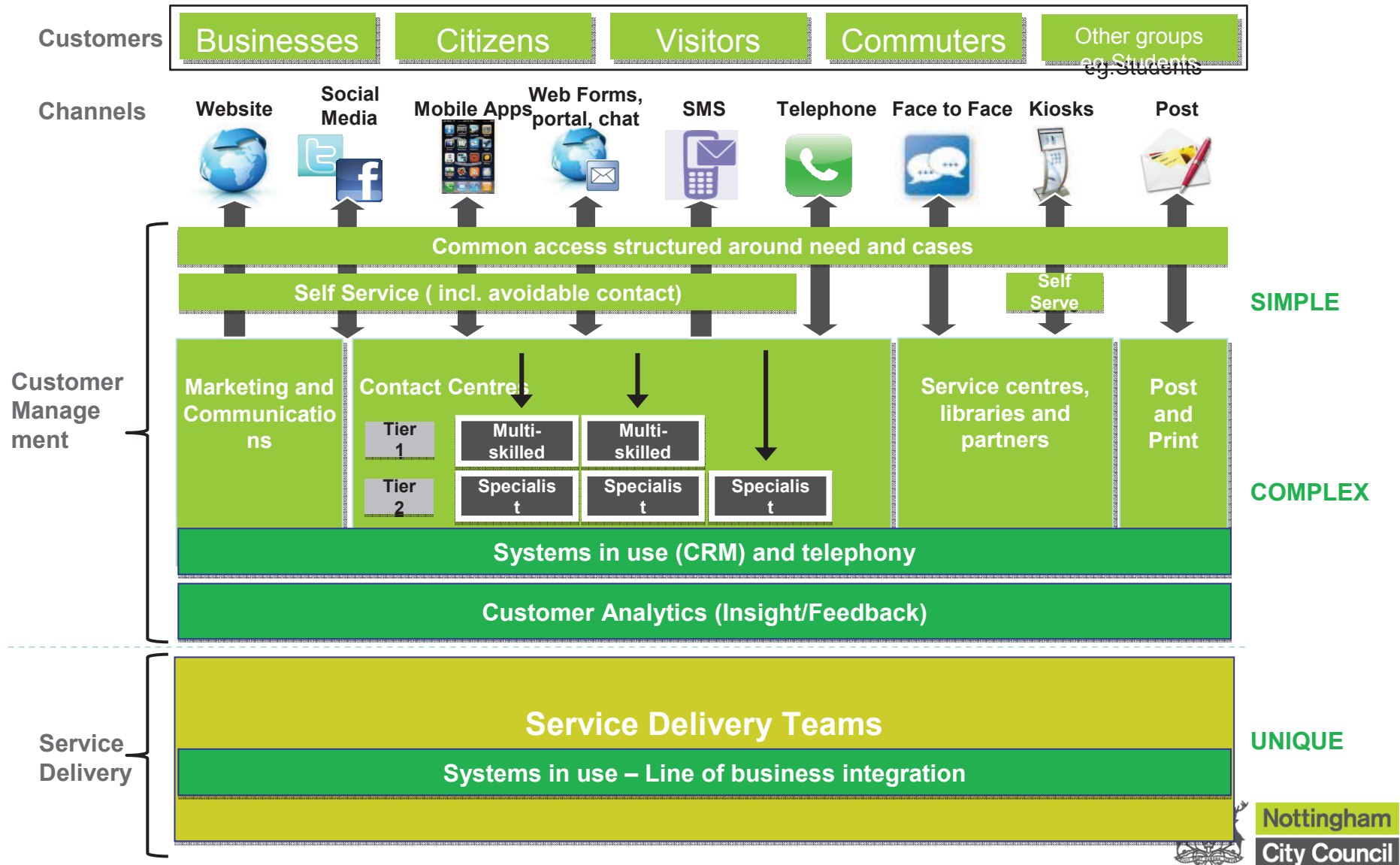
The above commentary leads to the selected option below. It is the implications of this that are developed further.

Variable	Scenario developed for OBC
Scope	Total Service Transformation
Approach	Hybrid (big set-up then phased migration)
Structure	Single customer service function
Solution	Integrate customer processes into a single system

A potential operating model has been developed to illustrate what this might mean.

At this stage the operating model is to demonstrate what is possible; it is expected that during the FBC stage a more comprehensive design and associated development of an operating model is undertaken.

Structure: What are we recommending?



Work in progress
for FBC

5. Proposed option

What this could mean? Opportunities to exploit & explore

Communities

Web/SMS	Phone	Face-to-face
<ul style="list-style-type: none"> • Online application processes for pest control, allotments, licenses, fly tip, dog foul, graffiti, noise, abandoned vehicles etc • Waste services applications (e.g. bin, bulky, assisted, asbestos, garden waste sacks) all available online - including payment • Parking payment of PCNs and apply processes for permits online. • Libraries on-line/SMS renewal/payments • SMS reminder of appointments for Social Work visits • Coordinated use of social media (e.g. Facebook and Twitter) to provide latest information on waste/recycling and roads/highways, thus reducing avoidable contact • Online service for bulky waste 	<ul style="list-style-type: none"> • Single “front-door” for Adults and Community Services single access point • Library renewals, reservations, enquiries and payments to be moved into corporate contact centre • Increased depth of existing services in contact centre to include appointment booking and eligibility assessment, for example • High volumes of telephony contact in this area. Opportunity to channel shift and enable self serve through app's and online 'report it' forms 	<ul style="list-style-type: none"> • Develop library properties into multi-use facilities



5. Proposed option

What this could mean? Opportunities to explore

Example: Adult Community Learning Social Media Platform

A social media platform for people to engage in Adult Community Learning to assist in course selection, administration, delivery and supported learning. This also creates a less resource intensive engagement model than the current classroom-based model.

The four core elements:

1. Virtual Learning Environment (VLE) that will be available online and through a number of mobile devices.
2. Online learning community which would support the VLE by allowing people to interact with peers and tutors online (course forums, proactive messaging, online homework etc)
3. Personal learner profiles with “Amazon” style intelligent recommendations and the capability to track your learner history and achievements.
4. Social media solutions for disseminating and interpreting information including career advice, course marketing, eligibility for support and supported interest groups.



Work in progress
for FBC

5. Proposed option

What this could mean? Opportunities to exploit & explore

Children & Families

Web/SMS	Phone	Face-to-face
<ul style="list-style-type: none"> Improved information provision through web channel to increase signposting and reduce avoidable contact e.g. Schools complaints - our role to sign post Development of corporate web transactional capability to allow self serve (e.g. Buying assisted technology) Online self serve for School Admissions (SA), Transport (ST) and Free School Meals (FSM) (Looking Local now provide this service for FSM for a fee - across a range of channels including Digital TV). Online account for children's referrals (e.g. Approximately 33% of Newham council children's referrals now come through <i>My Newham</i> online citizen account) 	<ul style="list-style-type: none"> Joining up of Children's and Adults social care telephony contact into a single front door Controlled enquiry handling in contact centre environment for appropriate Children's services Increased promotion of Children's services through contact centre (e.g. Fostering /Adoption) Shift telephony contact for SA, ST and FSM into contact centre and multi skill agents around life event of 'going to school'. Also handle SA portal calls from parents struggling with the application online (in contact centre) 	<ul style="list-style-type: none"> Face-to-face contact limited to more complex cases



5. Proposed option

What this could mean? Opportunities to explore

Example: Special Education Needs (SEN) statementing process

A secure social media collaboration solution to move this complex process online – making it less expensive and more efficient. It also creates a better and more respectful customer experience for parents and an easier way to gather evidence from third parties.

- The SEN statement is initiated through the collaboration area where parents can upload and request supporting documentation from healthcare professionals.
- Parents can nudge professionals for inputs, review their evidence and communicate directly for changes.
- An online dashboard will provide a community of other parents for support.
- “Know My Child” portal allows parents to create a collaborative digital notebook about their child to inform professionals.

The image shows two overlapping screenshots of a digital platform. The top screenshot is a 'Status and Schedule' dashboard for an SEN statementing process. It features a progress bar with four steps: 1. Application (checked), 2. Supporting documents (checked), 3. Evidence (3 items), and 4. SEN statement (4 items). Below this is an 'Evidence' table with columns for professional role, status, due date, and action buttons.

Professional Role	Status	Due in:	Action
Speech & Language Therapist	Evidence not initiated	2 days	Nudge
Educational psychologist	Submitted	6 days	View
Behavioural psychologist	Initiated	6 days	Nudge
Swimming instructor	Evidence not initiated		
Teacher	Submitted		

The bottom screenshot is 'Mary's "Know Me" notebook'. It includes a 'Message from Mary's parents' with a photo of a young girl and a list of 'Top 5 things you need to know about me':

- Bright lights and even slightly loud noises are very, very painful to me.
- Sometimes, when I look quiet and withdrawn, I am actually quite afraid because something has frightened me.
- I think very literally. If you want me to stop running you have to say so specifically because I might not understand "Whoa! Hold your horses!"
- I am very visual, it helps me a lot if you can show me how to do something instead of just telling me.

At the bottom, there is a 'Help' section with links for 'What happens when I "Nudge" someone?', 'I clicked a "Nudge" button, but it didn't work. Why?', and 'Can I change something in the evidence if I spot an error?'. There is also a search bar and a button to 'Ask the SEN community'.

Work in progress
for FBC

5. Proposed option

What this could mean? Opportunities to exploit & explore

Development

Web/SMS	Phone	Face-to-face
<ul style="list-style-type: none">• SMS on Planning updates• Online account for checking progress	<ul style="list-style-type: none">• Extending phone options	<ul style="list-style-type: none">• Flexible working for Planning / Building Control officers enables f2f contact 'onsite' with customers

5. Proposed option

What this could mean? Opportunities to explore

Resources

Web/SMS	Phone	Face-to-face
<ul style="list-style-type: none"> • Development of corporate online portal to drive self serve (e.g. Over 49% of Newham’s contacts are now via their online portal from a starting position of 5% 12 months earlier). • Development of mobile apps (e.g. Newham mobile app for Council Tax) • SMS Council Tax payment confirmation and reminders • Online forms for Change of Address, Single Person Discounts etc 	<ul style="list-style-type: none"> • Revenues and Benefits to be moved into the corporate contact centre, with deeper interaction including assessment, service delivery and payments (e.g. Central Bedfordshire Council – different resource mix and economies of scale) • Automated switchboard where customer / internal caller knows the name of the person they wish to contact (e.g. Bristol City Council) • Accounts payable, land charges 	

6. Strategic fit

Assessment against principles (1/4)

Vision

- **Improving** satisfaction and value for money by designing services around our customers.
- **Simplifying** the ways customers access and use our services and make the most of local and digital and services.
- **Safeguarding** services and assets by reducing the cost of delivery and removing complexity.
- **Delivering** services we can be proud of.

Variable	Scenario developed for ORC Proposed Option
Scope	Total Service Transformation
Approach	Hybrid (big set-up then phased migration)
Structure	Single customer service function
Solution	Integrate customer processes into a single system

6. Strategic fit

Assessment against principles (2/4)

Proposed option delivers for:

Principles	Target operating Model & Channels	Process	People	Technology
Improve customer experience and satisfaction	<ul style="list-style-type: none"> • Increased channel range to allow customers to interact with us using their preferred channels 	<ul style="list-style-type: none"> • Integration of systems to enable efficient, timely resolution. • Simplified and standardised processes. 	<ul style="list-style-type: none"> • Getting to the right people with the right information, at the right time 	<ul style="list-style-type: none"> • Analytics tool to learn • CRM tool to provide one view • Clean, easy to use channel interfaces
Reduce preventable demand and provide the capability for first contact resolution	<ul style="list-style-type: none"> • Enhanced web content, co-designed with customers • Telephony messaging and routing • Proactive SMS 	<ul style="list-style-type: none"> • Improve information provision and resolution to limit avoidable contact • Rationalisation of phone numbers to point to correct people and services 	<ul style="list-style-type: none"> • Multi-skilled staff trained and with the right information to resolve queries and perform transactions and therefore reduce hand-offs 	<ul style="list-style-type: none"> • Web self-service and integrated systems
Provide systems which are easier for customers and colleagues to use and which increase efficiency	<ul style="list-style-type: none"> • Content and knowledge on internet and intranet • Intuitive web self-service • Apps for key services 	<ul style="list-style-type: none"> • Availability and consistency of information • Clear business rules and workflow 	<ul style="list-style-type: none"> • Digital development programme for colleagues • Co-design with customers & colleagues 	<ul style="list-style-type: none"> • CRM tool to provide one view • Integration of front and back office systems



6. Strategic fit

Assessment against principles (3/4)

Proposed option delivers for:

Principles	TOM & Channels	Process	People	Technology
Increase options for self service and maximise the use of digital methods	<ul style="list-style-type: none"> • Broaden the range of channels (e.g. apps, social media) available to customers – appropriate content and transactions • Develop digital inclusion implementation 	<ul style="list-style-type: none"> • Integrated, automated processes • Standard processes e.g. payment 	<ul style="list-style-type: none"> • Develop understanding of digital methods 	<ul style="list-style-type: none"> • Improve transactional capability of the web • Standard tools e.g. booking appointment
Provide a single consistent view of the customer	<ul style="list-style-type: none"> • Joined up data and cross departmental working such as IM between colleagues 	<ul style="list-style-type: none"> • Standard processes that apply across channels and departments 	<ul style="list-style-type: none"> • Training & adoption of new systems cross departmental team working 	<ul style="list-style-type: none"> • Integrated systems (CRM tool and telephony) to allow visibility of customer history/relationship across a range of services • Customer analytics to learn

6. Strategic fit

Assessment against principles (4/4)

Proposed option delivers for:

Principles	TOM & Channels	Process	People	Technology
Base the design of systems, services and structures on customer insight and feedback	<ul style="list-style-type: none"> • Collection and analysis of customer insight through a range of channels 	<ul style="list-style-type: none"> • Efficient management / reporting of customer feedback 	<ul style="list-style-type: none"> • Share what works – extending current good practice • Evidence-based decisions (from analytics) 	<ul style="list-style-type: none"> • Customer analytics to learn and respond
Make best use of existing assets	<ul style="list-style-type: none"> • Refresh of website • Build on current service centres • Consider use of other assets as customer points 	<ul style="list-style-type: none"> • Re-use standard components of process e.g. booking 	<ul style="list-style-type: none"> • Share experience across directorates • Develop agile working capability 	<ul style="list-style-type: none"> • Extend current applications (if fit)
Put the citizen at the heart of our thinking on improving systems, services and structures.	<ul style="list-style-type: none"> • Allow customers to interact with us using their preferred channels • Web content to be designed from a customer viewpoint 	<ul style="list-style-type: none"> • Insight driven • Co-creation of channels and services 	<ul style="list-style-type: none"> • Co-design 	<ul style="list-style-type: none"> • Customer measurement and analytics to inform decisions



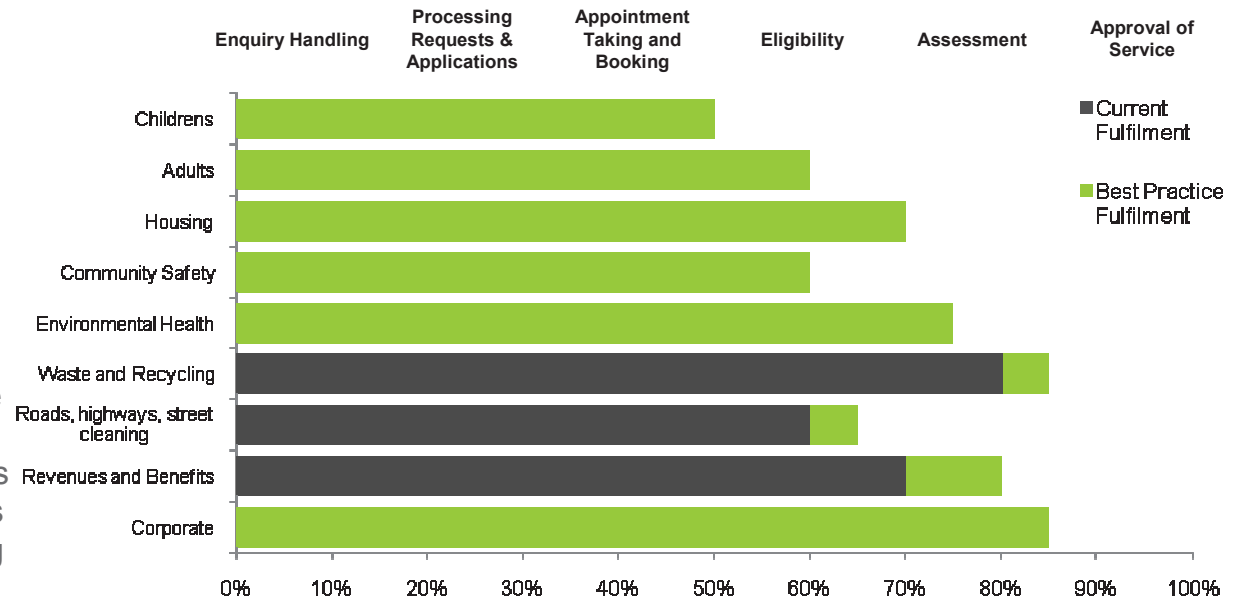
7. Underpinning assumptions and findings

Benefits

1. Fulfilment (through telephony contact)

NCC does not have one customer service function. There are multiple teams/contact points handling contact and then passing to the back office to fulfil.

The assumption for modelling at this OBC stage is to take two of the more established centres (Revs & Bens, Neighbourhood Services) and assess how broad and deep current services go and then compare against leading practice.



2. Channel shift / demand

Current transaction volumes have been assessed against leading practice channel adoption to provide benefit predictions.

SOCITM transaction costs have been applied.

	Actual Number of Transactions	%	Channel Shift	New Channel Split	%
Tel	2,600,000	81%	- 637,000	1,963,000	61%
F2F	390,000	12%	- 41,000	349,000	11%
Web	215,000	7%	678,000	893,000	28%

7. Underpinning assumptions and findings

Costs

1. Project

- Project resource is costed for 2 years; in reality this may be spread across 3 years implementation.
- Savings derived from the model are FTE based but at this stage, no redundancy provision has been built in.

2. Technology

- Assume currently no corporate customer solution to support customer management, with data and transactions currently managed through service-aligned systems.
- Assume cost of supporting IT infrastructure (e.g. systems implementation) is £2million, with an ongoing annual maintenance cost of 200k.
- Resource types required: web design/development, systems development, integration development.

3. Business resource

- Resource types required: programme manager, project managers, business analysts, training & development lead, customer analytics capability
- Assumptions have been made on a blend of internal/external resource. If the required internal resources cannot be identified then external resource may be sought – which could have additional cost consequences.

7. Underpinning assumptions and findings

Resource

The attached resource estimate is based on a resource model for a programme of this size and nature.

The project period has been assumed as 2 years for costing purposes – however the use of resource may be spread over an elapsed implementation period of 3 years.

For cost modelling purposes a blend of internal/external resource has been assumed for some roles.

Business resource

Resource type	Number	Duration
Programme Manager	1	24-60 months
Project Manager	3	18-24 months
Training & Development Lead	1	24 months
Business Analyst & Implementation Support (Departmental based) business change	5	24 months
Customer Analytics	1	Ongoing
Departmental leads	5	Ongoing

ICT resource

Resource type	Number	Duration
Web Design/Development	4	24 months
System Development	4	24 months
System Integration	2	24 months



8. Flexing and timing

The proposed option provides a base position from which 'what if' scenarios can be developed and management decisions informed.

Areas for consideration include:

- Implementation timing
 - current assumption is 2 years
 - discuss impact of 3 years and when benefits will drop
- Implementation scope & approach
 - current selected options are Hybrid and Total Service Transformation
 - implementation approach needs to be developed in terms of greatest impact vs. risk, plus align to other corporate programmes e.g. interdependencies with Strategic Property
- Flexing the levers
 - fulfilment and channel shift

How we develop this

- This option and associated model is assumption-driven yet is fit for this OBC stage
- The FBC would include High Level Design, which will define the TOM and then implications per service can be derived
- During the FBC the High level implementation plan would be developed – including when enablers will be ready e.g. Transactional web, plus inform the release plan based on migrating services in managed manner.
- This provides fuller input to create the next iteration of the financial case within the FBC.

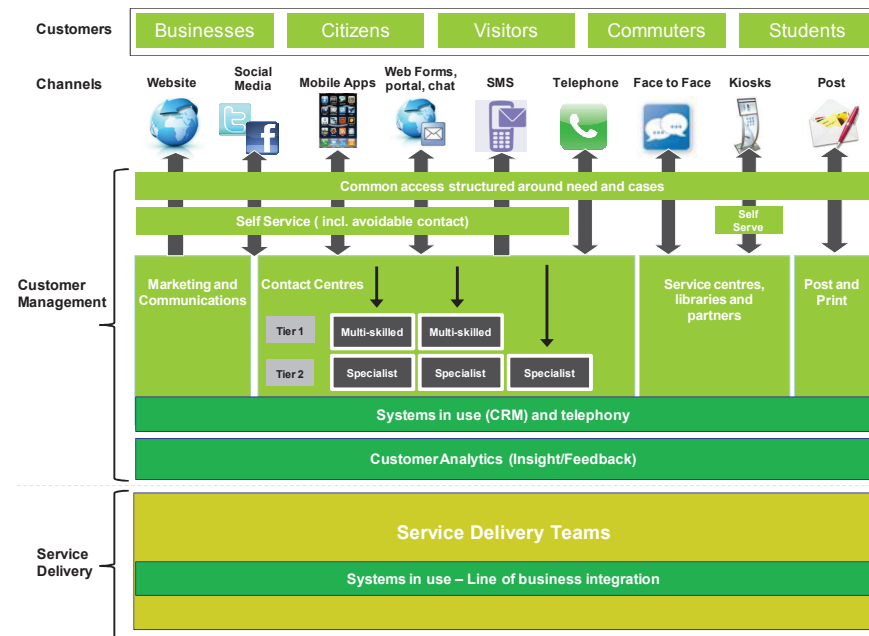
9. Recommendations

Proposed option

The proposed option is defined below.
Approval to develop FBC on this basis is sought

Variable	Scenario developed for OBC
Scope	Total Service Transformation
Approach	Hybrid (big set-up then phased migration)
Structure	Single customer service function
Solution	Integrate customer processes into a single system

Potential operating model



9. Recommendations

Risk mitigation

During this OBC risks have been identified – the top 5 are captured here.

Risk	Rating	Mitigation
1 Proposed savings cannot be achieved		<ul style="list-style-type: none"> a. OBC provides some comparison data b. Agree what needs to be undertaken in FBC to ratify/refine c. Agree budgetary approach to savings including potential double-counting with other programmes
2 Lack of necessary resource (internal and external) to implement the proposed transformation		<ul style="list-style-type: none"> a. Agree and commit to resource plan and project structure. b. Agree budget provision c. Develop tender for external support d. Work with departments to identify resource. Agree backfill arrangements
3 Lack of will and commitment to drive through the transformation programme and realise potential savings		<ul style="list-style-type: none"> a. Senior stakeholder sign-off and comms plan b. Service-engagement during FBC (current stage and design workshops)
4 Focus on channels and not reducing demand (including avoidable contact/service failure)		<ul style="list-style-type: none"> a. Assessment of services to include demand reduction as mandatory consideration b. Link with other transformation projects and their demand aspects
5 Lack of engagement due to perception there is already a centralisation solution		<ul style="list-style-type: none"> a. Revised governance to include key service representatives b. Departments leads nominated and co-design as part of project team



9. Recommendations

Decisions required

Previous pages

- Approval of this OBC (or alternative actions)

Next pages

- Agreement to proceed in planning the FBC, including developing the resource plan and proposals for any necessary tendering for any appropriate external resource
- Agreement of future governance for next stage, FBC

10. Next steps

Agreement to proceed with FBC – Decision Route

The programme progression and next steps are shown below

- Citizen First Phase 1 workstream
- Political Support
- Potential 'Big Ticket'
- Mandate
- Brief
- Programme manager appointed
- Strategic Outline Case (SOC)
 - option to proceed to an OBC
- **Outline Business Case (OBC)**
 - analysis of the selected option
- Full Business Case (FBC)
 - Detailed baseline of the organisation
 - High level design
 - Implementation planning
 - Detailed cost/benefit case.



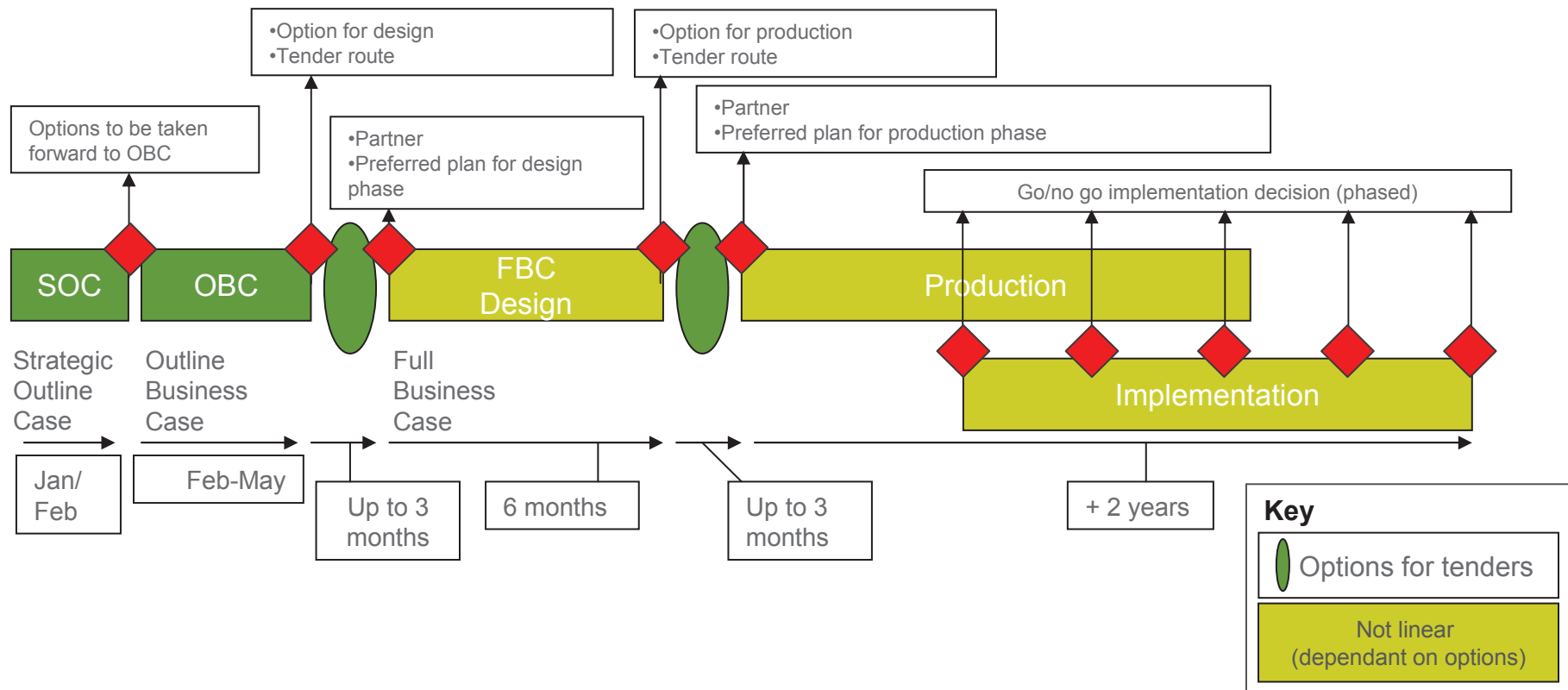
Decision required – To progress to FBC, the plan for production of FBC will be presented for approval separately

10. Next steps

Agreement to proceed with FBC - High level plan

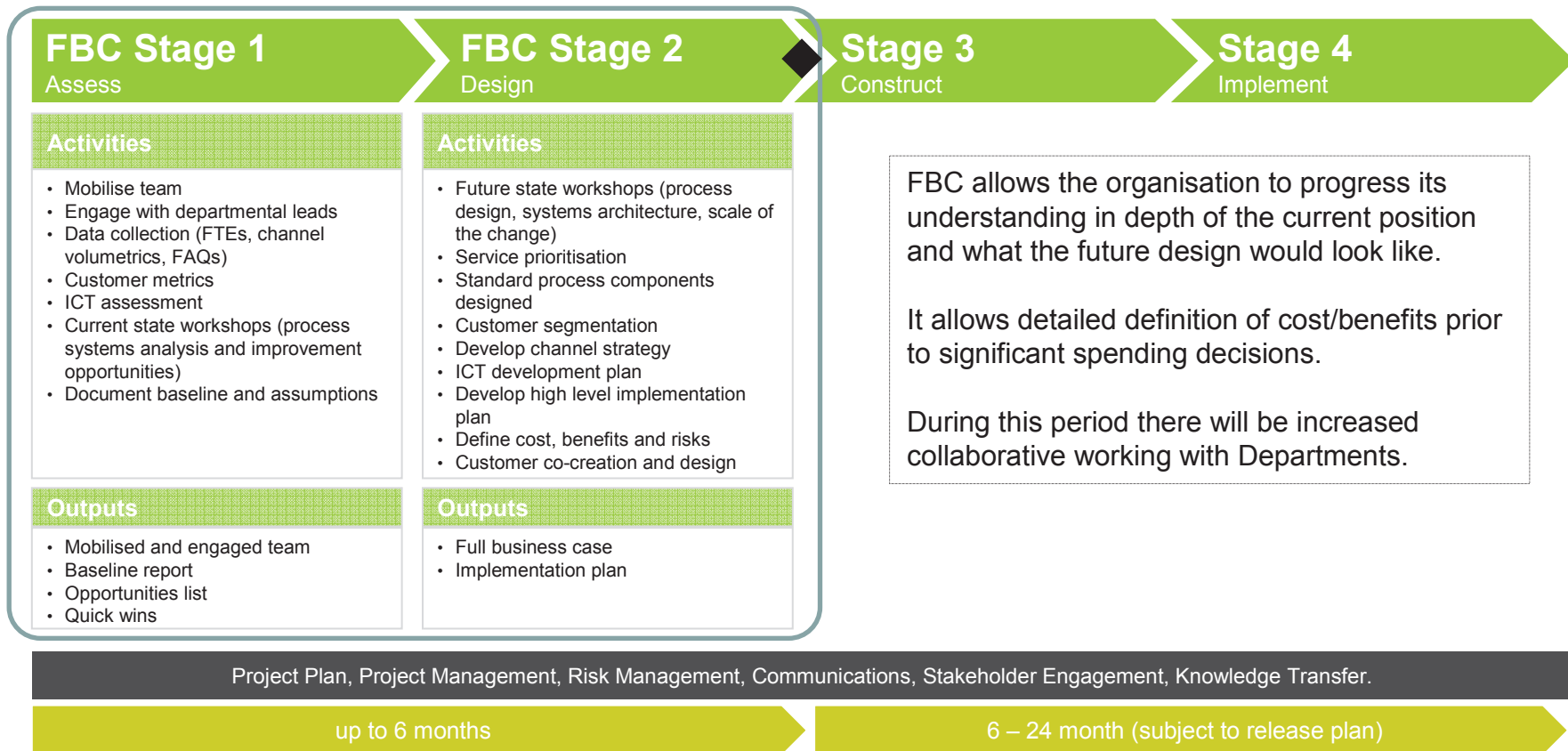
A high level plan is presented below. The red diamonds represent decision points which will give the Council control of the project in manageable blocks.

Page 38



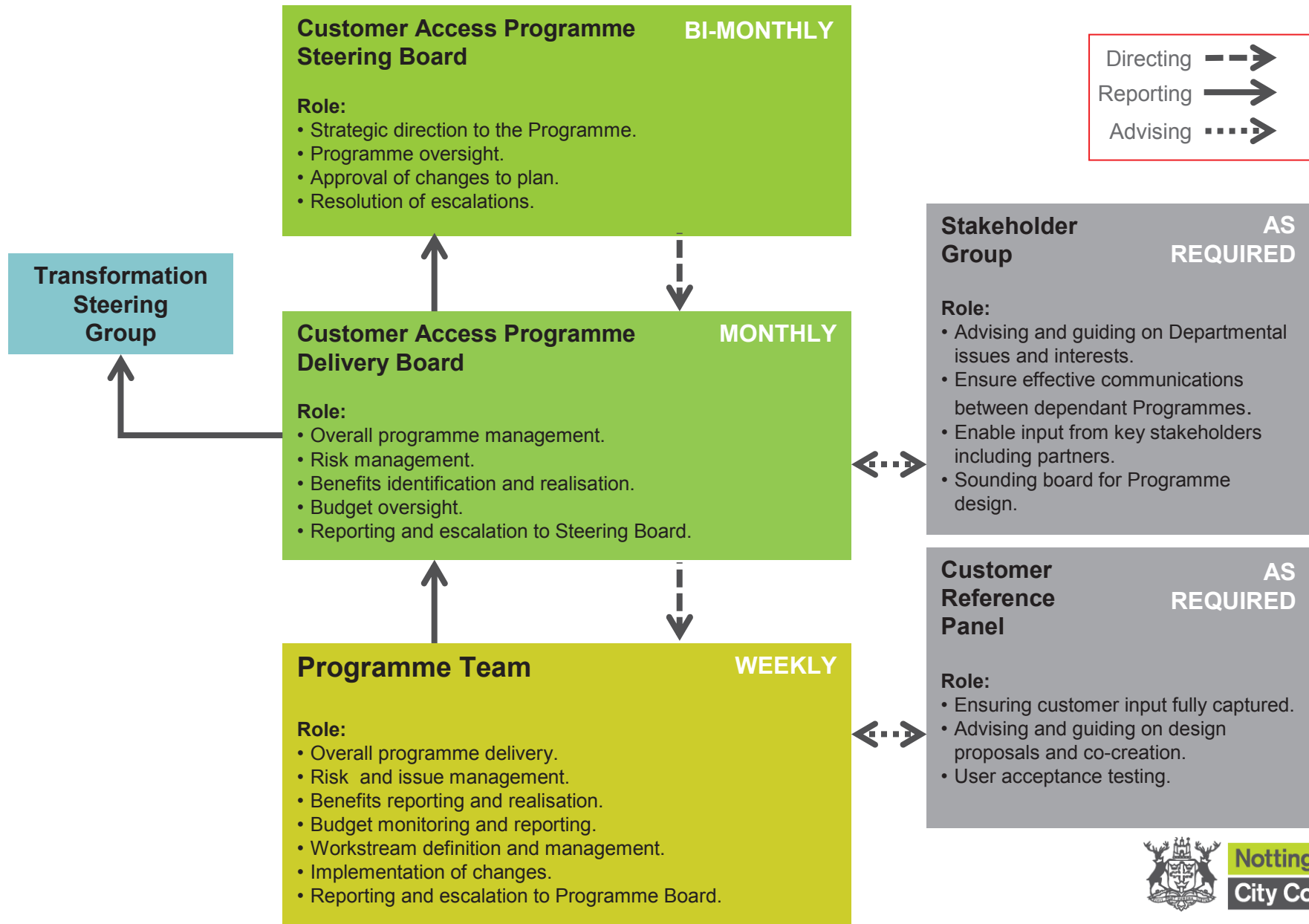
10. Next steps

FBC - designing and informing implementation go/no-go



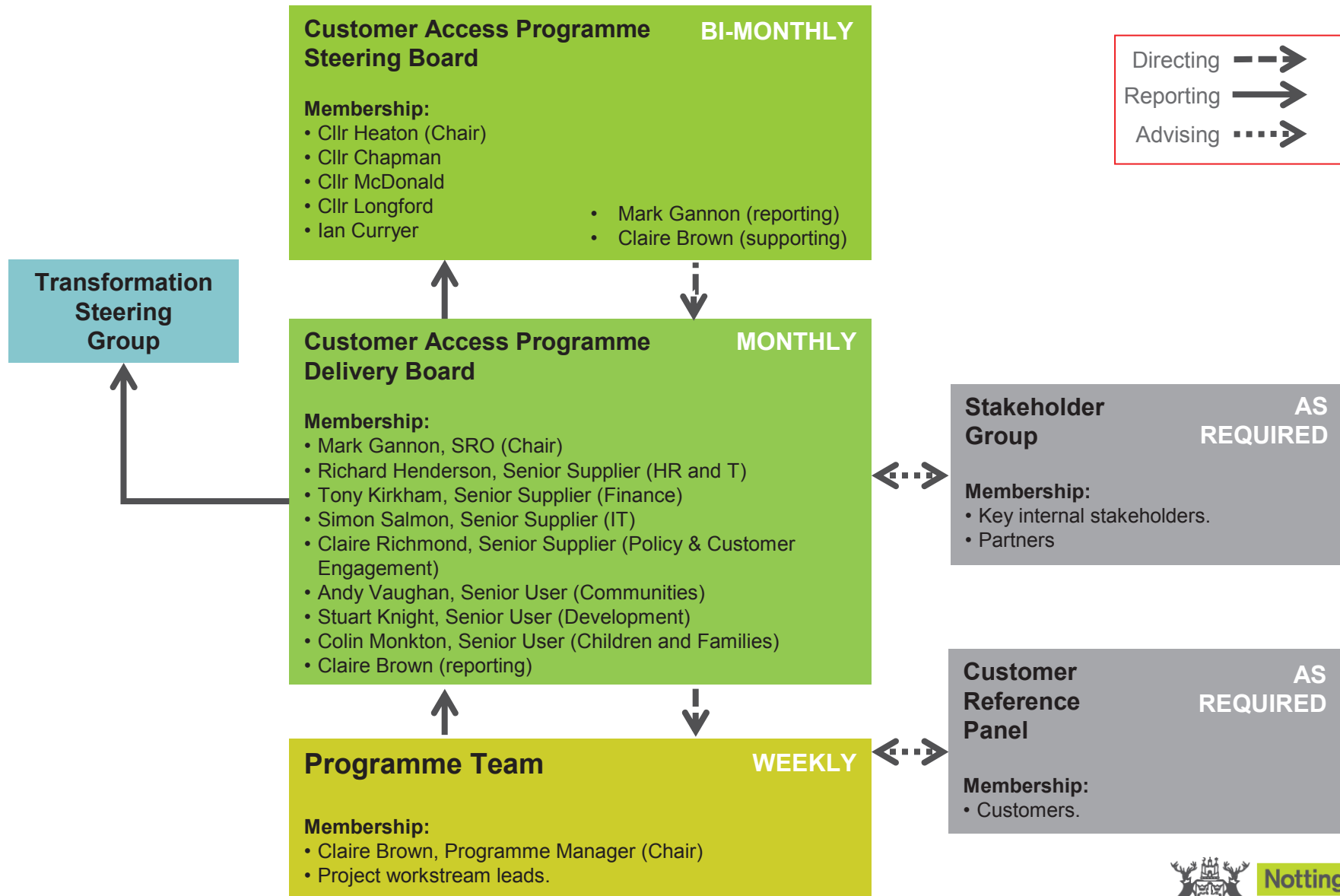
Customer Access Programme - Governance

Page 40



Customer Access Programme - Membership

Page 41



10. Next steps

Decisions confirmed?

- Approval of this OBC (or alternative actions)
- Agreement to proceed in planning the FBC, including developing the resource plan and proposals for any necessary tendering for any appropriate external resource
- Agreement of future governance for next stage, FBC

Customer Access Programme
Outline Business Case

APPENDICES

Appendix 1 – Data gathering

Interviews conducted

Department	Section	Contact	Job title	Status of meeting
Resources	Information Technology	James Steele	Web Manager	14.2.13
		Helen Hill	Research and Evaluation Officer	14.2.13
Communities	Neighbourhood Services	Catherine Millar	Head of Customer Services	14.2.14
Resources	HR & Transformation	Richard Henderson	Head of Change and Improvement	14.2.13
Resources	Strategic Finance	Tanya Bandekar	Interim Head of Revs & Bens	14.2.13
Communities	Adult Social Care	Tony Vardy (and Sharon Green)	Director of Adult Social Care	19.2.13
Communities	Sports, Culture & Parks	Lee Kimberley	Head of Leisure	19.2.13
Resources	Strategic Finance	Bev Osborne	Revenues Business Manager	19.2.13
Resources	Strategic Finance	Dom O'Melia	Business Support Manager	19.2.13
Communities	Neighbourhood Services	Ian McLoughlin	Customer Services Manager	21.2.13
Development	Property	Stuart Knight	Director of Strategic Asset & Property Management	25.2.13
Communities	Community Protection	Andrew Errington	Director of Community Protection	25.2.13
Resources	Strategic Finance	Neil Matthews	Benefits Business Manager	25.2.13
Children & Families		Colin Pennington	Acting Head of Social Care	27.2.13
Communities	Neighbourhood Services	Andrew Vaughan	Director of Neighbourhood Services	27.2.13
Resources	Legal & Democratic Services	Glen O'Connell	Director of Legal & Democratic Services	27.2.13

Appendix 2 – Findings and opportunities

Reduce demand and channel shift

Findings

The web is currently focused on communications rather than users or tasks. A web content project is underway.

Web transactional capability is limited (e.g. Council Tax payments, library reporting) and there is a lack of resource to develop self-service forms and CRM/LOB integration

Demand for mobile access is increasing rapidly – 30% of total web traffic is on mobile devices (up from 15% in previous year). However, limited self service capability is offered (Council tax payments redirect)

Social media is managed by Marketing, with services given freedom of use - examples of use in a selection of services (e.g. Sport & Leisure) but a consistent and managed approach is required

Current web capacity and capability does not support the shift towards self serve enablement and corporate customer service alignment

Sport & Leisure and Neighbourhood Services have taken steps to increase transactional capability of the web (online bookings/payments) and use of social media as a channel

Opportunities

Corporate portal solution for council services – developing simple transactional forms early to accelerate implementation timeline (Gandlake, Agylexis etc).

Customer co-creation of design – to optimise experience and steer transactions and/or information requests through the most user friendly route, removing demand through tel/F2F.

Extend and deepen portfolio of service focused initiatives e.g. from widening leisure bookings to newer areas Fostering & Adoptions portal.

Agree web resourcing model that will embed digital throughout the organisation.

Embed digital specifications in to all transformation projects (eg – when migrating service to the front office, all scripts, processes and specs to be digital friendly for immediate or future self service delivery)



Appendix 2 – Findings and opportunities

Depth and breadth in contact centre

Findings

There is no recognised corporate contact centre. Instead there are a number of smaller, service-specific contact centres (Neighbourhood Services, Revenues & Benefits, Sport & Leisure).

Revenues and Benefits host the largest contact centre environment, with generic-skilled staff who deal with enquiries/customer service and attempt to maximise first point resolution.

Neighbourhood Services contact centre staff deal with the end-to-end process, minimising hand-offs. A recent project has been looking at providing customer services across the directorate (increased capacity and improved efficiency).

Sport & Leisure launched a new contact centre in July 2012, with a single hotline number for all calls. This has increased cross-selling functionality and the capability to accept contactless card payments.

CarePoint is the official 'front door' for Adult Services, performing a *triage* function by filtering and signposting calls. Adult Services are open to deeper fulfilment (e.g. Appointment booking for non-urgent cases) by first contact.

Opportunities

Opportunity to develop corporate contact offering.

Deepen existing services (e.g. to be more transactional) into Revenues & Benefits by further systems integration e.g. Integrated web forms.

Opportunity to bring additional services in Neighbourhood Services contact centre, based on standardised processes and systems.

Opportunity to bring additional services (e.g. Libraries, culture, parks) into Sport & Leisure contact centre on standardised processes and systems.

Deepen Adult Services first point of contact to include appointment booking, where appropriate



Appendix 2 – Findings and opportunities

Front office optimisation

Findings

A number of smaller scale contact centres cover a narrow selection of services to relatively deep level. There is no overall coordination of customer contact or proactive planning across the council.

Steps have been taken to share existing knowledge and good practice – Neighbourhood Services and Sport & Leisure have collaborated to share contact centre knowledge and transactional capability.

There is a wealth of data/intelligence available at the Neighbourhood Services contact centre but it is not easily accessible due to systems limitations.

Managing peaks and troughs in Neighbourhood Services and Revenues & Benefits contact centre is challenging.

Switchboard have taken steps to reduce demand and costs through automated internal operator requests, prioritisation for external calls, progressive migration of platform areas to ACD, and increased utilisation of IVR system.

Opportunities

Opportunity to use pockets of good practice to develop a corporate customer service organisation.

Opportunity to simplify and standardise existing services (optimise platform as business as usual) – further integration and multi skilling.

Opportunity for further and more widespread collaboration between services to share knowledge, skills, processes and systems.

Design systems and data architecture to deliver customer contact, knowledge management and line of business information. This will necessitate development of an integration strategy.

Opportunity to implement corporate scheduling/forecasting software to align staffing with demand



Appendix 3 – Assumptions

Transaction volumes

Tel (2.6m)	<ul style="list-style-type: none">• Answered calls recorded by McFarlane system• Answered calls recorded by Tiger system• Excluding schools calls on Tiger system (tbc)
Face-to-face (390k)	<ul style="list-style-type: none">• Footfall at Angel Row contact centre• Footfall at Joint Service Centres• Estimated transactional contact (5% of total) at leisure centres and libraries
Web (210k)	<ul style="list-style-type: none">• Electronic payments• Online forms• Emails