

EXECUTIVE BOARD – 25 FEBRUARY 2014

Subject:	Customer Access Programme – Business Case		
Corporate Director(s)/ Director(s):	Ian Curryer, Chief Executive – Programme Sponsor Mark Gannon, Director of IT – Senior Responsible Officer		
Portfolio Holder(s):	Councillor Nicola Heaton, Portfolio Holder for Community Services		
Report author and contact details:	Claire Brown, Customer Access Programme Manager 0115 8763207 claire.brown2@nottinghamcity.gov.uk		
Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Subject to call-in	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Reasons: <input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input checked="" type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision			<input checked="" type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital
Significant impact on communities living or working in two or more wards in the City			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total value of the decision: One-off costs of £4.2 million and annual savings of £2.4 million with Return on Investment (ROI) secured in year 3 of the Programme			
Wards affected: All	Date of consultation with Portfolio Holder(s): Regular consultation meetings undertaken		
Relevant Council Plan Strategic Priority:			
Cutting unemployment by a quarter			<input type="checkbox"/>
Cut crime and anti-social behaviour			<input type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City			<input type="checkbox"/>
Your neighbourhood as clean as the City Centre			<input type="checkbox"/>
Help keep your energy bills down			<input type="checkbox"/>
Good access to public transport			<input type="checkbox"/>
Nottingham has a good mix of housing			<input type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs			<input type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events			<input type="checkbox"/>
Support early intervention activities			<input type="checkbox"/>
Deliver effective, value for money services to our citizens			<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users):			
<p>The Customer Access Programme recommends the establishment of a consolidated Customer Service Function which will deliver front line services through a single management structure across all our customer facing sites. The Customer Service Function will deliver services such as making an application, reporting a problem, requesting a service or making a payment online, over the phone and face to face. The Customer Service Function will offer primary services through a city centre contact point and the joint service centres and secondary services (assisted self-service) through libraries and other council or partner property as appropriate. The programme also recommends improved digital engagement with customers through a self-service portal.</p> <p>The benefits of the programme include:</p> <ul style="list-style-type: none"> • improvements to customer experience as customer services are designed around the customer journey, reduced failure demand and increased resolution at first point of contact; • enhanced career progression pathways for colleagues who will be supported with agile technology to allow them to deliver a service they are proud of; • efficiency savings through simplified joined up services of £2 million (from year 3). <p>There is more detailed information in the executive summary provided and further detail in the</p>			

main Business Case document which is available on request from Claire Brown, Customer Access Programme Manager (this document has not been circulated due to its size).

Exempt information:

None

Recommendation(s):

- 1 To agree the business case to allow the Customer Access Programme to progress to design and implementation.
- 2 To agree the following financial recommendations:
 - total expenditure of £4.206 million over years 1-4:
 - £2.0 million one off funding from the IT Efficiency Fund
 - £2.206 million to be funded from savings delivered
 - an element of the one-off expenditure will be capital and will be added to the capital plan once known.
 - Net potential savings totalling £1.973 million per annum from year 4 onwards.

1 REASONS FOR RECOMMENDATIONS

- 1.1 The business case shows that there is a case for change. The current structure of Customer Services at Nottingham City Council does not support the Citizens at the Heart agenda and leads to:
 - variable / disjointed / inconsistent provision of customer services across all access points;
 - duplication of processes, effort, data and costs;
 - no co-ordinated understanding of customer needs underpinned by performance data;
 - no strategy for customer contact or channel shift;
 - no customer contact function owning the relationship with customers;
 - creating unnecessary demand and cost and make the customer journey confusing;
 - no easy way to deliver services to customers with partner agencies;
 - missed opportunities.
- 1.2 This programme recommends cultural, structural and technical improvements which address these issues, designing services around the needs of the customer whilst making efficiency savings.

2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)

- 2.1 An assessment was undertaken in partnership with PriceWaterhouseCoopers (PwC) during the Outline Business Case (OBC) stage. This assessed the current state of the Council in terms of standards of practice for customer service when compared to other Councils against PwC's expertise and experience and insight built up over a number of years.
- 2.2 The PwC assessment indicates a current climate of unsatisfactory customer service standards across the organisation. It also highlights the need for a single customer service function/contact centre along with improved processes and a more clearly defined and owned strategy.

3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

- 3.1 No other options were considered as the business case builds on the decision taken by the Executive Board on 18 June 2013.

4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)

- 4.1 The investment required to deliver the programme has been estimated as shown in Table 1 below. Total costs over years 1-4 of the programme (2014/15-2017/18) are anticipated to be £4.206 million with recurring costs of £0.454 million per annum thereafter.

TABLE 1: ESTIMATED COSTS				
	2014/15	2015/16	2016/17	2017/18 onwards
	£m	£m	£m	£m
Costs associated with set up and running of self service	0.200	0.100	0.100	0.100
Payment Changes – Oracle and Civica	0.200	0	0	0
Restructure costs (redundancy, etc)	0	0.460	0.460	0
Telephony	0	0.300	0.100	0.100
CRM System Costs	0.900	0.100	0.100	0.050
Customer Service Function - Training	0	0.060	0.060	0
Programme Resources	0.204	0.204	0.204	0.204
Total Estimated Costs	1.504	1.224	1.024	0.454

Funding has been identified within the IT Efficiency Fund to offset £2 million of the one off investment in technology in 2014/15 and 2015/16. This is likely to be a mixture of Capital and Revenue funding. The remaining expenditure will be funded from the savings delivered, including £0.204 million in year 1 which will be funded from reserves and repaid from savings in year 2.

An element of the one-off expenditure above is likely to be capital although the exact value is not known at present.

- 4.2 By investing in the business case at the levels shown in Table 1 above, it has been estimated that it may be possible to deliver financial benefits as detailed in Table 2 below, with a payback on investment period of 3 years:

TABLE 2: ESTIMATED FINANCIAL BENEFITS				
	2014/15	2015/16	2016/17	2017/18 onwards
	£m	£m	£m	£m
Savings associated with Self Service Portal	0	(0.398)	(0.640)	(0.640)
Savings associated with targeted communication	0	(0.100)	(0.100)	(0.100)
Reduced telephony lines	0	(0.020)	(0.020)	(0.020)
Savings associated with Business Process Re-engineering	0	(0.899)	(1.667)	1.667
GROSS FINANCIAL SAVING	0	(1.417)	(2.427)	(2.427)

Less costs	1.504	1.224	1.024	0.454
Costs to be funded from ITEF	(1.300)	(0.500)	(0.200)	0
NET POTENTIAL FINANCIAL BENEFIT	0.204	(0.693)	(1.603)	(1.973)

This net potential financial benefit is an overall savings figure based on the processes in scope. Departmental figures have been assessed at a high level in order to validate the assumptions but the detail will be developed in a phased approach as the programme progresses.

5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)

- 5.1 Programme risks have been identified and are included in the business case. The risks will be managed in accordance with corporate policy and over seen by the Programme Office.

Legal Implications

- 5.2 It is important that appropriate and ongoing consultation takes place with relevant persons throughout the proposed change process including relevant consultation with trade unions and staff in relation to any structural proposals arising from the Customer Access Programme. It is advisable that this process is carried out in conjunction with HR colleagues.

6 SOCIAL VALUE CONSIDERATIONS

- 6.1 Not applicable

7 REGARD TO THE NHS CONSTITUTION

- 7.1 Not applicable.

8 EQUALITY IMPACT ASSESSMENT (EIA)

Has the equality impact been assessed?

- (a) not needed (report does not contain proposals for new or changing policies, services or functions, financial decisions or decisions about implementation of policies development outside the Council)
- (b) No
- (c) Yes – Equality Impact Assessment attached

Due regard should be given to the equality implications identified in any attached EIA.

9 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)

- 9.1 Customer Access Programme Outline Business Case (OBC)

10 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT

- 10.1 Executive Board report and minutes – 18 June 2013

11 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT

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Nottingham City Council

Customer Access Programme Business Case Version 4.0 Executive Summary



Safer, cleaner, ambitious
Nottingham
A city we're all proud of



Nottingham
City Council

Executive Summary

Overview

The Council's priorities and the Citizen First Policy aim to ensure that, by 2015, services are flexible, cost-effective and meet Citizen's needs. The Customer Access Programme is one of several "Big Ticket" Programmes that will deliver new and improved ways of accessing Council services.

Nottingham City Council recognises that in order to meet increasing demand on services, against a backdrop of reduced resources, it must develop options that allow customers to self-serve and reduce the dependency for expensive face-to-face access.

Whilst the Council will be keen to encourage and develop Channel Shift, there will also be a strong emphasis on improving greatly the customer experience, without switching off currently available options.

With changing customer behaviours and an increased use of digital technology, customers are rightly demanding services that take account of emerging and ongoing technology developments.

The Customer Access Programme Team is working closely with other corporate colleagues to ensure the Programme design is appropriate to relevant policy, statutory requirements and manifesto pledges. There must also be a significant cultural change across the Council if improved ways of working are to be truly embedded.

The current structure of Customer Service functions across the Council is complex and disjointed. At best this results in difficulty in establishing and maintaining good service levels for customers and at worst leads to confusion and frustration for vulnerable customers. The current structure is also inefficient and does not support ambitions for increased self-serve by customers through channel shift.

The Customer Access Programme is a significant culture change programme for the Council and it is not just about new systems and processes. Moving the organisation's culture to be focused on customer service delivery will require significant changes to the organisation's operating model and will require a programme of service improvements and training to support colleagues in the organisation to move us from Good to Great.

Case for change

The current structure of services gives rise to the following issues:

- Variable / disjointed / inconsistent provision of customer services across all access points;
- Duplication of processes, effort, data and costs;
- No coordinated understanding of customer needs underpinned by performance data;
- No strategy for customer contact or channel shift;
- No customer contact function owning the relationship with customers;
- We create unnecessary demand and cost and make the customer journey confusing;
- No easy way to deliver services to customers with partner agencies; and
- Missed opportunities.

The Council has realised savings and improvements within the current structure but to continue to make sustainable improvements and effect significant economies of scale a more transformational programme is required.

A 'health check' was performed in partnership with PwC as a part of the Outline Business Case. This assessed the current state of the Council in terms of standards of practice for customer service when compared to other Councils against PwC's expertise and experience and insight built up over a number of years.

As the scorecard produced showed that all areas were either amber or red – and no areas were green – this indicated a current position of unsatisfactory customer service standards across the organisation. It also highlights the need for a single customer service function along with improved processes and a more clearly defined and owned strategy.

Objectives and vision

The Customer Access Programme aims to address these issues and bring about improved customer satisfaction and value for money from having services designed around our customers. It also aims to make us more efficient, by simplifying the ways in which customers access and use our services whilst making effective use of local and digital services.

It also aims to safeguard Council services and assets, through reducing delivery costs and complexity, making self-service options and automated processes more readily available, as well as improving face to face services in more locations.

The Programme aims to achieve significant, sustainable and cashable savings, alongside services that we can be proud of, together with improved systems which allow colleagues to provide an excellent service.

The **VISION** of the Customer Access Programme is to:

- Improve satisfaction and value for money by designing services around our customers;
- Simplify the ways in which customers access and use our services locally and make the most of digital and self-service options;
- Safeguard services and assets by reducing the cost of delivery, remove complexity, allowing resources to be rebalanced to protect vulnerable citizens; and
- Deliver services that we can be proud of.

To achieve these objectives and vision, the Customer Access Programme will deliver excellent customer service, supported by:

- Systems which provide colleagues with the right information at the right time;
- Increased self-service applications and automated processes;
- Better, more targeted face to face services in more locations;
- A flexible, responsive, organisational structure;
- A service we would all be happy to receive and which would be good enough for our families;
- Significant, sustainable & cashable savings; and
- Interfaces to maximise the efficiency of other big tickets such as Strategic Asset Management

Options Appraisal & Findings

A range of options were assessed against a set of principles agreed for the Programme. Options included variations on:

- Level of Transformation - from focused service transformation to full council and partner transformation;
- Programme Delivery - from big bang to phased implementation;
- Structural Changes; and
- Technical Solutions.

Preferred Option

The preferred option is for:

- Total Service Transformation of all in scope customer facing functions (please see Appendix 1 for full list of services in scope);
- Creation of a consolidated Customer Service Function;
- Transformed services delivered with an initial service taken followed by further phases; and
- Technology to underpin self-service, channel shift and installation of a customer relationship management system (CRM).

Financial Case – Costs & Benefits

The Financial Case shows **one off costs of £4.2m** and **potential annual savings of £2.4m** with a return on investment by Year 3.

Table 1 shows the cost benefit analysis of the preferred option.

Cost Type	2014/15	2015/16	2016/17	2017/18
Self Service Set Up	£200,000	£0	£0	£0
Self Service Ongoing	£0	£100,000	£100,000	£100,000
Payment Changes - Oracle & Civica	£200,000	£0	£0	£0
Staff Transfer - Severance	£0	£460,380	£460,380	£0
Telephony Set Up	£0	£300,000	£100,000	£100,000
CRM System Set Up	£900,000	£100,000	£100,000	£50,000
Customer Service Function - Training	£0	£60,000	£60,000	£0
Programme Resources	£204,000	£204,000	£204,000	£204,000
TOTAL	£1,504,000	£1,224,380	£1,024,380	£454,000
Benefit Type	2014/15	2015/16	2016/17	2017/18
Self Service Portal	£0	£398,249	£640,031	£640,031
Targeted Communication - Less Printing	£0	£100,000	£100,000	£100,000
Telephony - Reduced Lines	£0	£20,000	£20,000	£20,000
Business Process Re-engineering	£0	£898,968	£1,667,182	£1,667,182
TOTAL	£0	£1,417,217	£2,427,213	£2,427,213
Payback on investment in Year 3				
Potential Net Savings	2014/15	2015/16	2016/17	2017/18
Benefits	£0	£1,417,217	£2,427,213	£2,427,213
Less Costs	-£1,504,000	-£1,224,380	-£1,024,380	-£454,000
Add ITEF Funding	£1,300,000	£500,000	£200,000	£0
TOTAL	-£204,000	£692,837	£1,602,833	£1,973,213

Costs and savings are based on NCC data and are subject to sensitivity analysis which is provided in the Business Case.

There are also a number of non-financial benefits and these are show in summary in Appendix 5.

Timescales

The Customer Access Programme is planned to run from Q1 of Financial Year 2014/15 to Q2 of Financial Year 2017/18 in order to fulfil its objectives. The implementation of individual initiatives will be on a phased basis so that services can transition and processes be embedded without impacting customers.

Please see Figure 1 for a high level overview of planned changes with key deliverables. Further information regarding timescales for change can be found in Appendix 2.

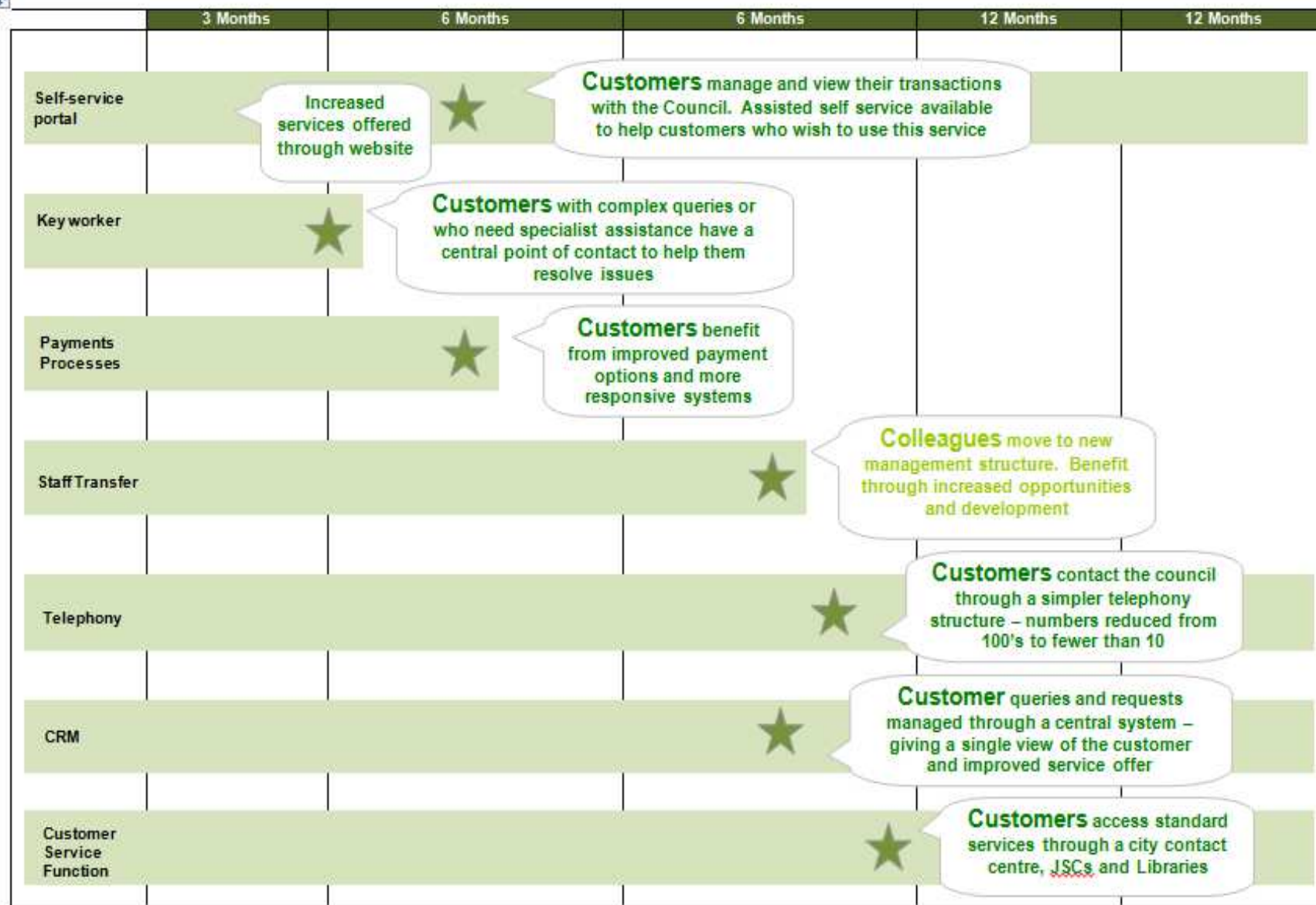
Recommendation

Based on the analysis in the Business Case, it is recommended that the Preferred Option is approved. The Programme recommends the establishment of a consolidated Customer Service Function which will deliver front line services through a single management structure across all our customer facing sites. The Customer Service Function will deliver services such as making an application, reporting a problem, requesting a service or making a payment online, over the phone and face-to-face. The Customer Service Function will offer primary services through a city centre contact point and the joint service centres and secondary services (assisted self-service) through libraries and other Council or partner facilities as appropriate. The Programme also recommends improved digital engagement with customers through a self-service portal. Scenarios have been provided at Appendix 3 to show how some of the proposed changes will make a difference to our Customers.

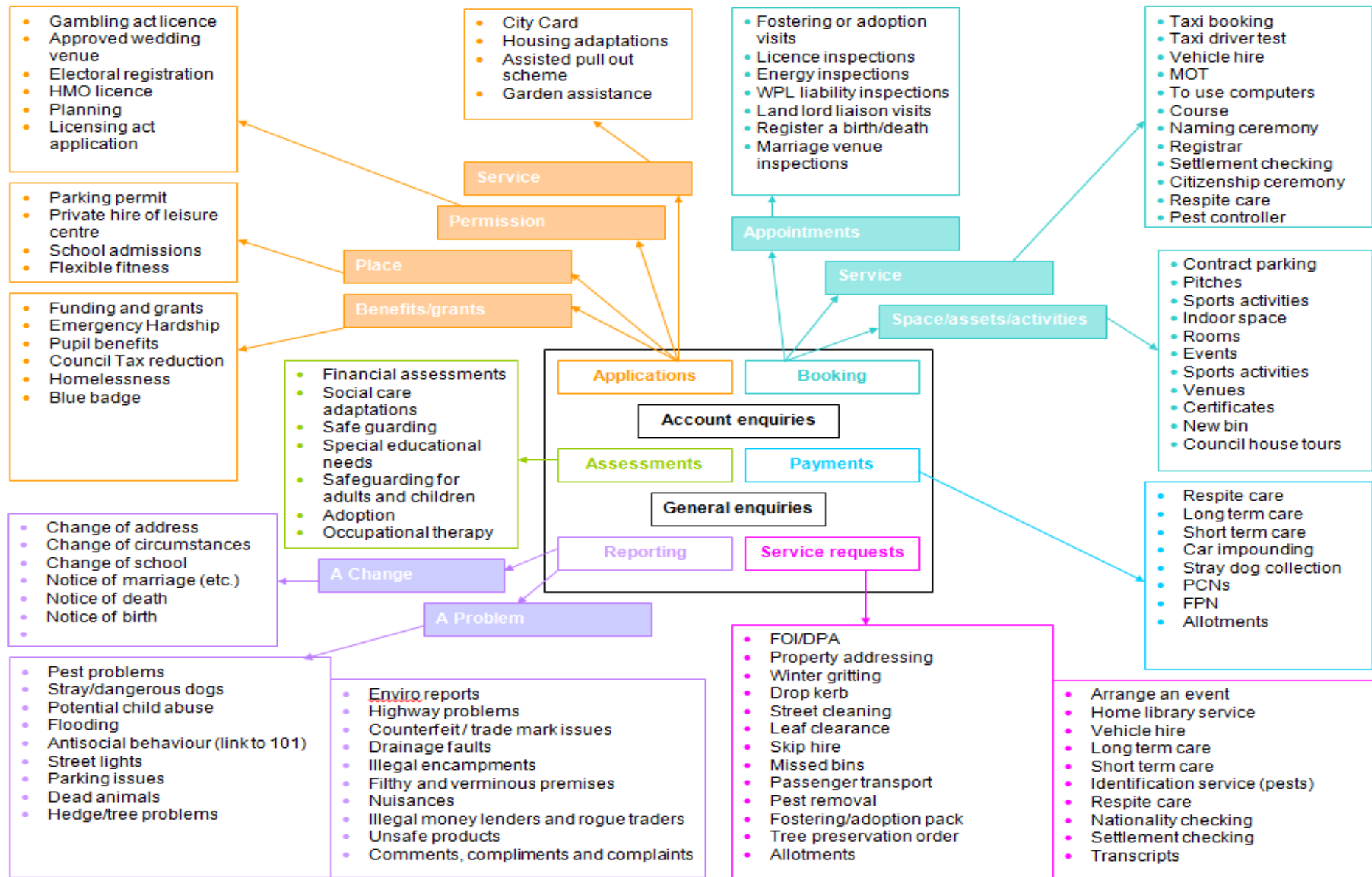
Governance

The programme will be governed through a delivery board reporting to the Customer Services Governance Board. Please see Appendix 4 for further information.

Figure 1: High Level Programme Overview and Key Deliverables



Appendix 1: Processes and services in scope



Appendix 2: Overall Programme Summary and Roll Out Schedule

Dependencies	1 – Exec board sign off, 2 – Programme resources agreed, 3 – Civica implemented, 4 – Oracle changes, 5 CF produce JDs, 6 – training delivered, 8 – IT decommission, old systems, 9 – Legal/HR support redundancy proposal, 10 – existing systems can integrate with new solution(s)										
	1	2	3	4	5	6	7a	8	9	10	7b
	3 Months			6 Months			6 Months			12 Months	
Self-service portal				★			Phase one processes online			Phase two processes online	
Key worker pilot	★										
Electoral services proof of concept				★							
Payments processes				★							
Staff transfer							Phase one training ★			Process transition to CRM including training and development for CSF colleagues (changes within CSF) processes will move gradually from existing to new system	
Telephony							Phase one training ★				
CRM							★			Phase 1 Processes Model office	
Customer service function										★	
High level objectives	Key worker pilot Implement a new role to work with customers with complex issues to improve service and reduce escalation to the Chief Executive.			Self-service portal Improve self service options through a customer portal in order to affect channel shift for identified processes.			Staff transfer Customer facing roles transfer to CSF management structure in order to facilitate establishment of CSF in later phases.			Telephony Deliver improvements to telephony systems, reduce quantity of numbers and manage performance against targets.	
	Electoral services proof of concept Prove concept for joined up working by delivering key electoral services target across departments.			Payments processes All payments can be made online and, where possible to an automated payment processing line for telephone payments. Releasing colleagues to processes in which they add more value.			CRM Provide a consistent view of the customer and enable customer service colleagues to offer improved service across different processes to the same standard, improve first point of contact resolution.			Customer service function Establish a CSF working with new systems and BPR processes to increase efficiency and improve customer services (all channels).	

Products	3 Months	6 Months	6 Months	12 Months	12 Months
Self-service portal	<ul style="list-style-type: none"> • Full Business Case • Requirements for phase 1 processes • Tender document • Customer access strategy 	<ul style="list-style-type: none"> • Award contract • Development (phase 1) • Test process (phase 1) • Training package (phase 1) • Requirements for phase 2 processes 	<ul style="list-style-type: none"> • Communications – Phase 1 • Development (phase 2) • Test process (phase 2) • Training package (phase 2) • Requirements for phase 3 processes 	<ul style="list-style-type: none"> • Communications – Phase 2 • Development (phase 3) • Test process (phase 3) • Training package (phase 3) 	<ul style="list-style-type: none"> • Communications – Phase 3 • Lessons learned
Key worker pilot	<ul style="list-style-type: none"> • Design process • Recruitment docs • Training package 	<ul style="list-style-type: none"> • Lessons learned 			
Electoral services proof of concept	<ul style="list-style-type: none"> • Design process • Enable access • Determine measures 	<ul style="list-style-type: none"> • Lessons learned 			
Payments processes	<ul style="list-style-type: none"> • Requirements – payment systems • Requirements – cash • Payment process design 	<ul style="list-style-type: none"> • Tender – payment modules • Commission changes to Oracle • Tender – cash solutions • Training – payment process 			
Staff transfer		<ul style="list-style-type: none"> • Roles identified • Job descriptions • Consultation with unions • Consultation with staff 	<ul style="list-style-type: none"> • Communications 		
Telephony	<ul style="list-style-type: none"> • Requirements • Roll out plan 	<ul style="list-style-type: none"> • Tender documents 	<ul style="list-style-type: none"> • Award contract • Development – phase 1 • Test – Phase 1 • Training – Phase 1 	<ul style="list-style-type: none"> • Development – phase 2 • Test – Phase 2 • Training – Phase 2 	<ul style="list-style-type: none"> • Development – phase 3 • Test – Phase 3 • Training – Phase 3
CRM	<ul style="list-style-type: none"> • High level requirements (for tender) 	<ul style="list-style-type: none"> • Tender documents • Detailed requirements – Phase 1 	<ul style="list-style-type: none"> • Award contract • Development – phase 1 • Test – Phase 1 • Training – Phase 1 • Detailed requirements – phase 2 	<ul style="list-style-type: none"> • Development – phase 2 • Test – Phase 2 • Training – Phase 2 • Requirements phase 3 	<ul style="list-style-type: none"> • Development – phase 3 • Test – Phase 3 • Training – Phase 3
Customer service function	<ul style="list-style-type: none"> • Requirements (for tender) • Design service for phase 1 	<ul style="list-style-type: none"> • Tender documents – booking system and work manager • Requirements for service space • Requirements for telephony team 	<ul style="list-style-type: none"> • Phase 1 model office • Training package (phase 1) • Communications 	<ul style="list-style-type: none"> • Open new customer service function • Communications • Transferred staff and processes – Phase 1 on new system phase 2 and 3 on existing 	

People	3 Months	6 Months	6 Months	12 Months	12 Months
Self-service portal		<ul style="list-style-type: none"> Customer service colleagues trained to support customers with online processes. In libraries, joint service centres and some telephony colleagues (phase 1) 	<ul style="list-style-type: none"> Customer service colleagues trained to support customers with online processes. In libraries, joint service centres and some telephony colleagues (phase 2) 	<ul style="list-style-type: none"> Customer service colleagues trained to support customers with online processes. In libraries, joint service centres and some telephony colleagues (phase 3) 	
Key worker pilot	<ul style="list-style-type: none"> New role created and small team of specialists recruited, trained and established through telephony processes 				
Electoral services proof of concept	<ul style="list-style-type: none"> Colleagues in Libraries and JSCs adopt new processes to input electoral information ahead of the election in May 				
Payments processes		<ul style="list-style-type: none"> Colleagues adopt new process for telephone payments Customers use automated payment systems 			
Staff transfer			<ul style="list-style-type: none"> CSF manager role established Customer service colleagues roles transferred to CSF management structure. Colleagues continue to use existing processes and systems 		
Telephony			<ul style="list-style-type: none"> Colleagues start to transfer to new telephony system, training rolled out incrementally in line with service shift to CSF 		
CRM			<ul style="list-style-type: none"> Colleagues trained to use new technology as processes move to new system 		
Customer service function			<ul style="list-style-type: none"> Customer service function target to open Jan 2015. Phase 1 processes model office established in situ – colleagues trained to deliver service through new processes 	<ul style="list-style-type: none"> Colleagues transfer to CSF (physical transfer) Roles change and training is delivered to support cross training 	

Structure	3 Months	6 Months	6 Months	12 Months	12 Months
Key worker pilot	<ul style="list-style-type: none"> New roles created and established with welfare rights key workers 				
Staff transfer			<ul style="list-style-type: none"> New management structure created and roles transferred – virtual change in structure 		
Telephony			<ul style="list-style-type: none"> Telephony structures established for CSF, processes and hand offs established Structure change led by CSF work stream 		
Customer service function			<ul style="list-style-type: none"> Establishes a customer service function at Loxley house Establishes a telephone contact team Establishes a digital delivery team Establishes a performance and improvement function Establishes primary and secondary service delivery across Council Properties 		

Services	3 Months	6 Months	6 Months	12 Months	12 Months
Self-service portal	<ul style="list-style-type: none"> Increased self-service options through customer service portal Phase one processes – Quick wins with low risk to reputation Phase 2 processes – High impact in terms of volume – medium risk Phase 3 processes – More complex processes including statutory processes 				
Key worker pilot	<ul style="list-style-type: none"> Complaints and complex queries move to a central point in existing customer facing department 				
Electoral services proof of concept	<ul style="list-style-type: none"> Service delivered across departments 				
Payments processes		<ul style="list-style-type: none"> Majority of payment services electronic – including cash payments in JSCs and at Loxley 			
Staff transfer			<ul style="list-style-type: none"> No change to services – colleague and structure change only 		
Telephony			<ul style="list-style-type: none"> Service delivery standards monitored and improved through improved telephony reporting 		
CRM			<ul style="list-style-type: none"> Services delivered through CRM – processes improved through BPR and services delivered more efficiently, particularly where multiple issues raised Phases dependant on technology solution 		
Customer service function			<ul style="list-style-type: none"> Telephony services delivered through single point of contact Primary face to face services provided at customer contact centre at Loxley and the JSCs Secondary face to face support provided at Libraries and other Council establishments 		

Benefits	3 Months	6 Months	6 Months	12 Months	12 Months
Self-service portal		B005 Increased online transactions – MP 092 further develop the Councils website so that more services are available online		B003/4 (Y15/16) Cashable savings – FTE £0.398 Less Printing (15/16) £0.100	B003/4 (Y16/17 + 17/18) Cashable savings – FTE £0.640 Less Printing (16/17 + 17/18) £0.100
Key worker pilot	Non-financial benefits – Improved customer service in complex cases. Reduced failure demand				
Electoral services proof of concept	Programme benefits – Proof of concept for cross department working and key worker roles for CSF				
Payments processes		B003/4 – savings included with self service portal line			
Staff transfer			B007 Career progression pathways for Customer Service Colleagues		
Telephony				Reduced phone lines (Y15/16) £0.020	Reduced phone lines (Y16/17 + 17/18) £0.020
CRM			B006 Reduced failure demand Unquantifiable cashable savings and non financial customer service improvements	B001 Decommissioning – unknown savings – considered significant	
Customer service function			B002 Reduced access points Non financial customer service improvements	B003 (Y15/16) Cashable savings – FTE £0.899	B003 (Y16/17 + 17/18) Cashable savings – FTE £1.667

Costs	3 Months	6 Months	6 Months	12 Months	12 Months+
Self-service portal		Year 1 – including set up and purchase costs £0.200		Ongoing costs (15/16) £0.100	Ongoing costs (16/17 + 17/18) £0.100
Key worker pilot					
Electoral services proof of concept					
Payments processes		Changes to Oracle & Civica £0.200			
Staff transfer				Severance (15/16) £0.460	Severance (16/17) £0.460
Telephony				Set Up Costs (15/16) £0.300	Ongoing Costs (16/17 + 17/18) £0.100
CRM		Year 1 – including set up and purchase costs £0.900		Ongoing costs (15/16) £0.100	Ongoing costs (16/17 + 17/18) £0.100 then £0.050
Customer Service Function				Training (Y15/16) £0.060	Training (Y16/17) £0.060

Costs are estimated based on the following assumptions:

- Both a Self Service Portal & CRM will be required. Assumption will be ratified depending on the Technology chosen.
- Redundancy / Severance Costs based on:
 - Average cost of Redundancy payments across NCC
 - 75% of affected posts will incur costs

Programme Resources	3 Months	6 Months	6 Months	12 Months	12 Months
Programme Resources	Programme Manager Dedicated Comms Resource				
Self-service portal	Workstream Lead				
Key worker pilot	Absorbed by PM		Indicative Programme Resource Costs across 4 Years TOTAL PER YEAR - £0.204 GRAND TOTAL - £0.816		
Electoral services proof of concept					
Payments processes	Absorbed by Self-Service Portal workstream lead				
Staff transfer	HR Caseworker (6 months per year)				
Telephony	Workstream Lead				
CRM	Technology Requirements Analyst				
	Internal IT support (not quantified pending Technology decisions)				
Customer Service Function	Workstream Lead				

Appendix 3: Scenarios

Customer Experience

This section is provided to give some specific examples of the types of changes that the Programme will implement.

Face to Face

Customers currently seek assistance at the Joint Service Centres and at the Contact Centre at Angel Row. Colleagues working at these centres try to help customers with their queries – researching the answers on the web site. Customers who need more specialist advice are referred to free phones in the centre. The transactions a customer may be able to access vary depending on the centre visited.

In the future customers will be able to access a core set of services at any of the Council's customer service centres, receiving the same high standards of care across all sites and in the majority of cases without the need for an appointment. Colleagues will be supported by appropriate technology and training to be able to help customers more easily and efficiently.

Telephone

Customers currently access Council services through a range of different numbers. There are an estimated 500 published numbers in use. Customers who have multiple queries may have to make a number of calls. As an example, in two Council service areas 24 phone numbers are listed in the directory. This means that customers who wish to contact the Council have to determine which number to use and store many in their phone.

Customers will call one number to access any transactional service. There will be a structured IVR switchboard that leads quickly to the correct advisor.

As with the face to face channel, customers will complete several transactions in one phone call and contact will be logged onto the CRM system.

If the customer wishes to make a payment, they will be able to use an automated payment line to take card details provide instant confirmation.

Online

The online services currently offered vary in approach and quality. Some services offer forms or information to download and print, some allow application by email and some have online forms. The online services may not be linked to back office systems which forces additional re-work.

Customers will have access to a range of self service options through an online 'account' that integrates directly with back office systems. Customers will be able to access the majority of council services and have a view of all their previous and open transactions including any overdue accounts or upcoming bookings.

Reminders will be sent for items such as bin dates/school admissions/council tax to encourage customers to complete these tasks online.

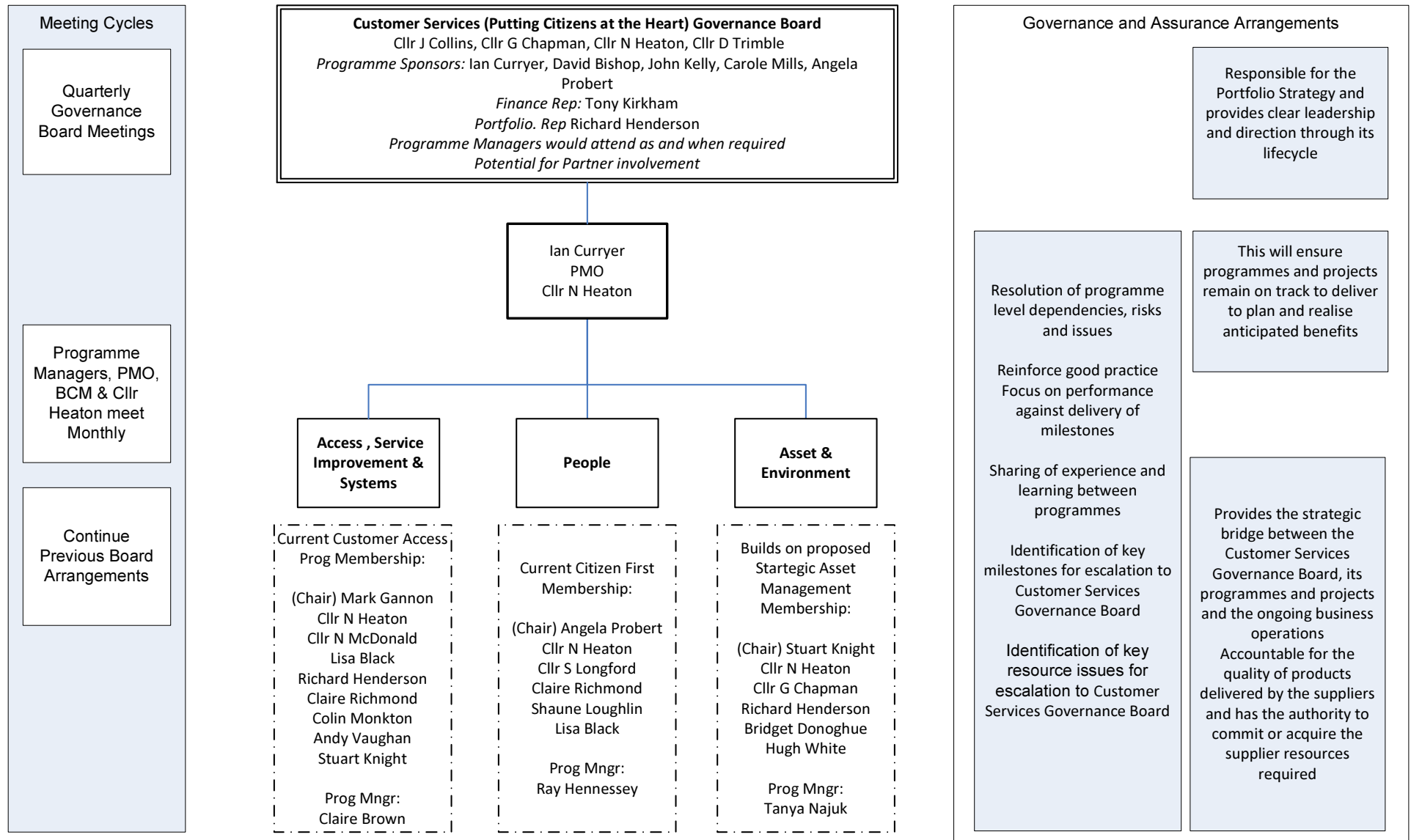
In the new system, online forms will be pre-populated with known information so that additional information required is minimal.

This will help to resolve issues, for example, with online payments. Currently if a customer pays a fine online, the system does not update in real time. Customers often become concerned that the payment has not been accepted and make the payment again.

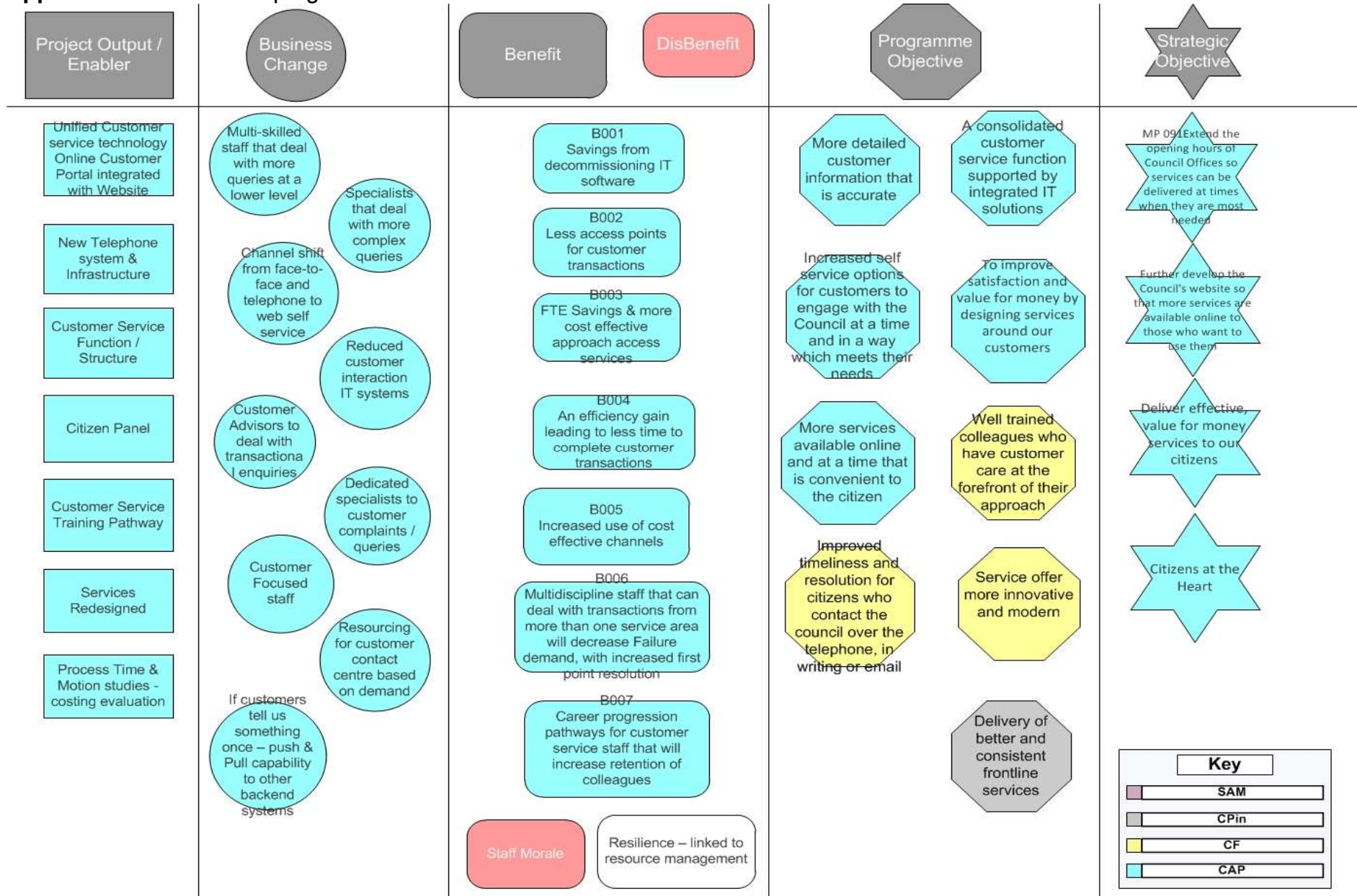
Similar issues result in concerns over our ability to notify people of a direct debit fail in a reasonable timeframe. In the case of meals at home this sometimes leads to customers owing three months payments before they are notified.

Whilst resolution of some of these issues does not result in direct financial savings for the Council it does enable the Council to provide a better service to vulnerable customers and to protect them from getting into debt.

Appendix 4: Customer service programme governance



Appendix 5: Overview of programme benefits



Equality Impact Assessment Form

Name and brief description of proposal / policy / service being assessed

The Customer Access programme (CAP) is currently reviewing services across the organisation with a view to providing customers with a more consistent and streamlined experience when accessing Council services.

A large part of the programme will involve the consolidation of a number of existing customer facing processes into a single customer service unit/contact centre through which customers will be able to access and complete several services at a single point of contact. This will be supplemented by improved back office systems, more streamlined processes and a wider range of online options.

Service improvements are to be achieved through the rationalisation of existing processes into a more streamlined approach that will be supported by improved & fully integrated IT systems and software, while encouraging and increasing the use of improved online & self-service channels.

The Customer Access Programme will give customers more flexibility over the channels through which they choose to communicate with the council, making services more accessible and the customer experience more efficient.

Information used to analyse the effects on equality

The impacts of any changes concerning matters of equality have been carefully considered when thinking about the provision of future services and ongoing consultation with relevant groups will be carried out over the course of the programme.

It is suggested that the programme will have no negative impact on equality and in fact, while achieving its goals, will bring about some benefits for certain areas of the community. The detailed specifics and realisation of these benefits will be considered as the programme advances.

The Customer Access Programme is to carry out continued consultation across all demographics throughout the life of the programme in order to ensure that the needs of all citizens are met and that any potential impacts on these groups can be properly considered and mitigated. This will be done via a mixture of face to face and questionnaire (paper based/online) engagement.

The Customer Access programme is currently working with the council's Policy team (in partnership with the Clinical Commissioning Group), in order to put together a 'citizen panel' of 1000 demographically reflective citizens. It is planned that the programme will use this panel in order to regularly consult and engage with customers from all demographics at different stages of the programme; the panel should be in use by March 2014.

It is intended that CAP will also utilise this panel in order to address and take into consideration any concerns or issues raised about the potential equality impact of any changes being made and amend policies as appropriate.

Equality Impact Assessment Form

	Could particularly benefit (X)	May adversely impact (X)	How different groups could be affected: Summary of impacts	Details of actions to reduce negative or increase positive impact (or why action not possible)
People from different ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p><u>Ethnic Groups</u> It is not expected that the Customer Access Programme will have any adverse impact on any groups in terms of Ethnicity.</p> <p><u>Maternity& Pregnancy/Disabled people or Carers/Older or Younger people</u> It is anticipated that by offering customers more ways of accessing our services, the programme will benefit those who may find it problematic to access certain services through limited channels or at different locations across the city. By opening new channels, and making existing channels easier to access, customers will have a greater choice when it comes to accessing council services. They will also be able to complete several tasks at a single point of contact should they so wish, which could potentially be less strenuous.</p> <p>In addition to the above, CAP has the potential to be of particular benefit to those who have problems with mobility (e.g. women during pregnancy or wheelchair users) or issues whereby being forced to use a certain channel may cause unwarranted distress.</p> <p><u>Other</u> A recent survey has shown that 30% of the Nottingham population are still without regular</p>	<p>Customers from BME communities for whom English is not necessarily a first language will be part of ongoing consultations following the setting up of the citizen panel in early 2014 to ensure that their needs are properly reflected.</p> <p>The Customer Access Programme will meet with DESN (NCC's internal disability group) and DIG (Disability Involvement Group) over the coming months in order to discuss with them the changes that are being made and the potential impacts thereof.</p> <p>It is also intended that we will work closely with Age UK in order to address the needs of our elderly citizens. Age UK are currently working on an elders charter that we may be able to add some consideration to.</p> <p>The Citizen Panel mentioned earlier in this document will be demographically representative of all aspects of the community and care will be taken to ensure that we are holistic in our approach and</p>
Men, women (including maternity/pregnancy impact), transgender people	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Disabled people or carers	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
People of different faiths/beliefs and those with none.	<input type="checkbox"/>	<input type="checkbox"/>		
Lesbian, gay or bisexual people	<input type="checkbox"/>	<input type="checkbox"/>		
Older or younger people	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Other (e.g. marriage/civil partnership, looked after children, cohesion/good relations, vulnerable children/adults)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

Equality Impact Assessment Form

access to the internet therefore a holistic approach to digital inclusion will take place and the needs of this 30% will be addressed during consultation and in the overall channel shift strategy.

consult with all of these people to ensure that any impacts remain positive.

The majority of consultation with the groups above will take place during the testing phase over the next 6-9 months, as well as during any additional consultation with unions to discuss changes to existing job roles and access to new systems.

Outcome(s) of equality impact assessment:

No major change needed Adjust the policy/proposal Adverse impact but continue Stop and remove the policy/proposal

Arrangements for future monitoring of equality impact of this proposal / policy / service:

Monitoring of equality impact for the Customer Access Programme will be ongoing and reviews will take place before any major implementations as well as throughout the lifecycle of the programme.

Approved by (manager signature): Claire Brown