

Report Overview & Scrutiny Committee

Wednesday 11th May 2022

Item Name: Customer First Transformation Programme

Corporate Director and Lead Officer: Clive Heaphy Corporate Director for Finance & Strategy, Lucy Lee Head of Customer Services

Lead Portfolio Holder: Councillor Sally Longford

1. Purpose:

- I. The purpose of the report is to provide an introduction, and update on progress, for the Customer First Transformation Programme

2. Actions and Recommendations

The Committee is asked to:

- I. Note progress of the Customer First transformation programme
- II. Make appropriate recommendations and highlight any opportunities for the programme to add further value
- III. Identify potential areas and items for future scrutiny

3. Background and context

- I. The Together for Nottingham Plan was adopted by the Council in January 2021, and refreshed at Full Council in January 2022, to confirm and provide assurance to the Government that Nottingham's response to the Non-Statutory Review (NSR) of the Council is positive and being undertaken at pace, building on work already underway in response to the Public Interest Report on the Council's governance of Robin Hood Energy (PIR) published in August 2020.
- II. The Plan is broken down into 8 workstreams, with Service Design and Delivery being Theme Seven. The workstream aims to ensure the Council is using all the tools available to deliver good outcomes for the people of Nottingham, the communities they live in and the local economy. The focus of this activity is around prioritisation and personalisation, simplification and rationalisation and details are set out in the Together for Nottingham Plan: This work will inevitably change the way the council looks, feels and works with a focus on our residents and communities and an improved, simplified and streamlined approach to access and service delivery.
- III. From this workstream, the Customer First programme has been established, building on work already undertaken within the Council to improve access for residents and customers with a strong focus on the customer journey and outcomes.
- IV. The savings associated with this programme are set out below and are predicated on an investment of £1.9m over two years. This investment has been allocated from the Together for Nottingham fund as approved at Executive Board on 21 July 2021.

There are no ongoing costs associated with this programme.

	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26	TOTAL over 4 years
Gross Transformational savings	(0.329)	(1.648)	(3.295)	(3.295)	(8.567)
<i>On going resources (staffing requirement)</i>					0
Net Saving	(0.329)	(1.648)	(3.295)	(3.295)	(8.567)

4. Key Objectives and Deliverables

- I. As with all the transformation programmes, the Customer First programme adheres to a key set of principles, to ensure it delivers the required savings and helps to modernise the operation of the council:
 - Deliver financial benefit
 - Join up services for residents and businesses
 - Make services more accessible
 - Simplify, standardise and automate ways of working
 - Enable early intervention and prevention
 - Support the move from traditional provision to participation
- II. There are 3 core projects, each with several workstreams, in the Customer First programme that together will implement the necessary changes to enable significant improvements to the customer experience as well as delivery the efficiencies required to meet the savings targets.
- III. **Rapid Process Improvements (RPI):** This project will span the whole council with the aim of rapidly improving key customer services through process redesign based around customer needs. Simpler, more efficient processes will improve customer satisfaction and reduce costs for the council.
- IV. **Front Door Redesign (FDR):** Consolidation of “front door” contact points for customers, providing a more effective triage and support service based on whole customer need rather than specific service requirements. The implementation of effective digital channels will be a key element of this programme, providing rapid 24/7 access to council services where appropriate.
- V. **Transformation Enablers:** Ensuring stakeholders receive regular and appropriate programme updates. Developing further transformation opportunities through the RPI and FDR discovery and delivery activity, that require more complex service redesign or are associated with digital (customer-facing) technology.

Projects	Rapid Process Improvements	Front Door Redesign	Transformation Enablers
Workstreams	Web Form Creation Website Enhancements Accelerated Customer Experience Improvements	Customer Journey Mapping Design Implementation	Comms & Engagement Technology Improvements Complex Service redesign



The key objectives across the workstreams are:

- Reducing avoidable contact and making every contact count
- Moving demand to more cost-effective channels by offering better choice around how our customers access our services
- Reducing the complexity of Council processes and interactions
- Making more effective use of Council resources

How services will be different:

- A new “front door” to the Council will be established with a consistent operating model, so our customers know how to access services and complete their transactions quickly and easily in a way which suits them, whether that’s digitally, verbally or face-to-face. This allows us to provide a better targeted service to those who need it.
- We’ll make more effective use of existing resources and technology, streamlining transactions and enabling our service experts to focus on their skilled activities
- Processes will be streamlined and improved, enabling digital access and reducing avoidable contact, allowing colleagues to focus on ‘value’ interactions and activities, improving outcomes for residents and the Council
- A framework of continuous improvement will be established, with performance metrics developed to respond to what matters most to customers.

5. Key Milestones

Strategic Milestones	Completion Date
OBC approved and approval to recruit resources	Q3 2021/22
Project Initiation Document developed and approved	Q4 2021/22
Project Performance Reporting developed and approved	Q4 2021/22
Rapid CX Improvement Projects – delivery	Q4 2021/22 onwards
RPA Pilots completion	Q1 2022/3
Customer Journey Mapping completed	Q1 2022/3

Front Door Optimisation – Design & Impact Assessment	Q1 2022/3
Scope of Technology & Service Design Investment Agreed	Q1 2022/3
Front Door – implementation	Q2 2022/3
Complex Service Design – Phase 1 Discovery & Design	Q2 2022/3
Complex Service Redesign – Phase 1 Implementation	Q3 2022/23
Technology Improvements – Phase 1 Discovery & Design	Q3 2022/23
Complex Service Design – Phase 2 Discovery & Design	Q3 2022/23
Technology Improvements – Phase 2 Implementation	Q3 2022/23
Complex Service Redesign – Phase 2 Implementation	Q4 2022/23

6. Progress to Date

Several workstreams are now underway as part of the Rapid Process Improvements & Front Door Redesign Projects. In terms of progress:

Rapid Process Improvements (RPI)

RPI projects are an on-going workstream and are being delivered jointly between the Customer First programme team, NCC Academy graduates, NCC's Digital Development team, and PwC. It is expected that this work will transition fully to business-as-usual activity from June 2022. A number of activities are currently in delivery:

- Digital processes and webforms are in development for Facilities Management, Passenger Transport, Social Care Complaints and Trees. Once tested, we expect to deploy each of these solutions in May, with contact volumes and effort re-baselined to facilitate continuous improvement measurement.
- Next set of process redesign activities currently being evaluated with service areas: Legal, Licensing and Housing Aid.
- Further opportunities for process redesign have been identified and will be prioritised for delivery based on ease of implementation and scale of benefit to the council and its customers.
- Evaluation of website content underway to reduce the amount of avoidable contact and removal of non-digital forms.
- Ongoing review of all outbound customer contact from services, with the aim of being consistent in promoting our most cost-effective contact channels and ensuring we are managing customer expectations on service delivery timings
- Automation pilots in-flight for Adults and Childrens, both are expected to reduce back-office effort for a number of teams in each service. A Direct Debit pilot is also in the delivery phase for Leisure Services.

Front Door Redesign (FDR)

The design phase for a new “front door” is well advanced, with the operating model expected to be finalised in May ahead of implementation. A number of activities are feeding into the design process to ensure the operating model responds to our customer and officer needs:

- Extensive Customer Journey Mapping exercise is nearing completing.
 - o 7 customers personas representing 82% of the council's population developed from Mosaic (Experian) data.
 - o Circa 90 customer journeys have been mapped across our customer contact channels, for journeys across over 20 service areas.
 - o Analysis for each journey allows us to highlight where our current processes could be enhanced, creating efficiencies for NCC and customer experience improvements.

- 5 workshops held with specialists representing services expected to be affected by the FDR projects. These workshops have explored:
 - o Our key customer groups and their needs
 - o Developing a high-level (hierarchical) channel strategy
 - o Design options for a preferred contact model (e.g. “full centralisation”, “hub & spoke” etc.)
 - o Identifying the business capabilities required for delivering the new model
 - o Understanding the impact of change on our people and customers
 - o Developing the implementation plan.

- Customer First Programme Board has held its first two meetings and has the delegated responsibility for representing the voice of the customer, championing customer-centric improvement within services, to identify opportunities in customer contact for further exploration, and to ensure opportunities are fully evaluated and prioritised by financial benefit and ease of deliverability. It is planned that this board will continue to function in business-as-usual conditions.

Transformation Enablers

- The programme is continuing to develop its communications and stakeholder engagement plan to ensure that there is a full awareness of the programme, its scope and successes when delivered.
- Through the work undertaken as part of the RPI and FDR projects, there is the realisation that project teams will uncover areas that will require more complex service redesign, which affect more than just our customer service delivery (e.g., business support) or where we could make better use of our current digital (customer-facing) technology, or indeed where a new digital solution may be required.
- We are maintaining an Opportunities Tracker to ensure we record any process, customer experience and digital improvement opportunities which would benefit from further investigation.
- Common themes which are identified during discovery work are being shared with the Transformation Office and other programme teams to ensure full visibility.

Activity in all projects is currently on-track, with several workstreams moving to the delivery phase with the support of service teams. It's our ambition to deliver any improvements quickly – prioritising those which bring the most benefit to residents and the council.

7. Challenges and opportunities

The Customer First programme represents a cross cutting transformation of service delivery across the Council with a significant focus on how our residents access the Council, using their experiences and preferences to shape our customer offer and provide best value. Our service provision will be built around the customer as opposed to the Council's structure, making it easy to manage transactional process, access support where available and effectively signpost to partners and other organisations where appropriate.

This will require significant internal engagement and discovery workshops are underway to ensure a collaborative approach is taken. Additionally, insight from our residents will be crucial to success of the programme and opportunities to engage customers will be used to gain further understanding of how to provide best value and ensure continuous improvement. Our ward councillors will also provide a valuable resource in understanding issues and concerns which our residents are affected by.

The success of the programme is reliant on maintain the clear mandate we have for change and the co-operation and input from the services most affected by the programme.

Lucy Lee