



Service Design Proposal

Customer Access and Fulfilment

1 What is the recommendation?

The Council will transform services across the organisation to be “Digital by Design”. This will be achieved by implementing a customer services driven review of all access channels, contact behaviours, end to end processes, enabling technology and organisational structures.

2 Why is this proposal recommended?

Currently it is recognised that there are poor customer journeys across all channels, especially the phone. There are multiple teams across Elevate and the Council responsible for customer handling which has led to an inconsistent service, poor data capture, no single view of customer records and avoidable hand-offs. This proposal will simplify and improve the customer journey and enable customers, who are able to, to become more resilient and self-serve. This will release savings, through reduced demand and channel shift, and allow remaining resources to support those customers who require additional support.

3 What does the future service look like?

All service information, advice and transactions that are able to be delivered online will be ‘easy, attractive, social (e.g. “all your friends are doing it so why aren’t you?”) and timely’. Customers will be kept informed of events, changes to services or new services that are relevant to them and they will receive progress of their contacts in a way they prefer, without having to chase. For those who require additional support there will be online help (using Web chat), a telephone service (using the contact centre) and locations across the borough where there will be staff who can provide immediate assistance or where appointments can be made to meet face to face with specialist officers.

4 What will the service deliver?

An outstanding customer service comparable to the best in class

5 What are the constituent parts?

A new **Customer Access and Fulfilment Strategy** including:

- **A target operating model** – to be refined further following workshops
- **A corporate web strategy** – to include channel shift and demand management targets
- **A corporate telephone strategy**
- **A corporate face to face strategy**
- **An enabling technology model**
- **Customer Service Standards and Principles** – to include performance measures which reinforce first point of contact resolution
- **A high level delivery plan** (including implementation, communications, and benefit realisation) – to be refined further following workshops

- An 8-month schedule and implementation of workshops with all services to cover:
 - **Recommendations / opportunities** for the service e.g. partnerships, internal restructures
 - **Web development / update / refresh** including responsibilities for web content, use of digital portals, eforms, web chat and Engage
 - **Staffing** which may be changes to roles, movement into other service areas, including customer services, training
 - **Quick wins** i.e. low cost and easy to implement activities like reviewing communications for plain English
 - **Next steps** to include responsibilities, authorisations required, timings and costs
 - **ICT Plan** for best use of existing technology, what is already planned either locally or corporately and what is required in addition for this project (i.e. timings, costs, etc.)
 - **HR Plan** including trade union engagement, costs associated with redundancies, TUPE, changes to terms and condition, and training
 - **Communications and engagement plan** primarily to change customers and staff behaviours but it will also include senior managers and members
 - **A benefits realisation plan**

6 What will be different for the customer?

- A more comprehensive, useful and personalised online service
- Support available online, on the telephone or in person to assist those who need it
- Proactive service delivery so that customers receive relevant information and progress reports in a way they prefer
- Access by telephone, or in person when it is necessary, to an officer who understands their situation and can resolve their issues

7 What will need to change in the service(s)?

People – ensuring the right people are in the right place with the right skills, attitude and tools. This will require a reorganisation of staff, training and technology developments.

Processes – redesigned to deliver services online and streamlined/automated to increase effectiveness and efficiency.

8 What will be the impact on the workforce?

The details of which staff will be directly impacted will not be known until workshops are completed. However, all staff will be expected to do more to support customers to help themselves (or each other) and will be expected to consider all of the needs a customer has, instead of just those relating to their specific service. To do this they will need to be able to access consistent information on our customers and have access to systems that they don't currently. Staff will also be expected to be proactive about delivering services and keeping customers informed of what is happening.

As processes are streamlined and automated and demand is managed down there will be fewer resources required across the council, enabling a reduction in the workforce, and some staff may be moved into customer services.

9 When will the changes take effect?

The Customer Services Access and Fulfilment Strategy will be completed by April 2016

The workshops will run until the end of the year with implementations (e.g. quick wins, web and technology development). They will begin in May 2016 and will continue until the end of the year.

Staff changes required will be identified within the workshops and implementation will begin in August 2016.

10 When will customer outcomes be seen?

From the middle of 2016, customers will begin to see changes including improvements online with refreshed and new content and more transactional services available. They will also begin to be encouraged and supported to self-serve whenever they visit or call the council, instead of relying on the council to do it for them. There will also be an improvement in the way we communicate with customers, ensuring any messages are easily understood and it is clear what, if anything, they need to do and what the council will do and when. Customers will also be reminded when they need to reapply for something, or that they have an appointment, or informed of what is happening with any enquiry they have made so they don't need to contact the council to find out.

11 What savings will be made from the changes?

The savings will be made primarily through the release of resources (estimated at over 100 posts) as customers move to less expensive channels (e.g. the average cost of a face to face enquiry is £14 where the same enquiry online is 17p) and avoidable contacts are reduced. The current number of contacts is over 2.5m per annum with 43% being handled in person. The targets will be to reduce contacts by a conservative 10% each year and to enable and support self-service from the current 30% to 45% delivering over £4m of savings.

12 When will the savings be realised?

In order for the savings to be realised the workforce changes need to be implemented and customer behaviours need to change, which can take 6-12 months following initiation. The initiation of these changes will commence following the workshops which will be completed by the end of 2016. So the savings will begin to be realised within the 2017/18 financial year.

Customer Service / Digital Front Door Benefits After Ongoing Costs

