

Report for: Overview and Scrutiny Committee
Item number: 10
Title: Customer Services Transformation Programme.

Report

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Ward(s) affected: All

Report for Key/

Non Key Decision: Non key

- 1. Describe the issue under consideration**
The purpose of this report is to provide an overall summary of the Customer Services Transformation (CST) Programme
- 2. Cabinet Member Introduction**
Not applicable
- 3. Recommendations**
That the information provided within this report is noted.
- 4. Reasons for decision**
Not applicable
- 5. Alternative options considered**
Not applicable.
- 6. Background information**

In 2013 the council decided to review the future direction for Haringey Customer Services. As a result the Customer Services Transformation (CST) Programme was initiated as a 3 to 5 year programme to improve operational efficiency across key customer facing council functions.

A decision was taken to deliver the CST programme with support from a Strategic Partner. Following a procurement process (which used the MCAS Framework reference RM662: Lot 3), Agilisys were awarded the contract for provision of Strategic Partner consultancy services to support the Council in delivering the CST programme.

6.1. Key deliverables from the original CST Programme (2013 – 2014)

A single transformational change programme was initiated containing 4 key projects which collectively delivered the following:

- A new Vision for Customer Services, supported by a Channel Strategy, new operating model and outline business case.
- The new operating model was implemented within 12 service areas, leading to the transfer and consolidation of contact activity (previously undertaken by these services), into Customer Services. Customer contact activity was transferred from the following service areas (as per the Councils organisational structure at that time)
 - > Council Tax
 - > Traffic Management
 - > Adults (Integrated Access)
 - > Libraries
 - > Single frontline services
 - > Planning & Building Control
 - > Benefits
 - > Complaints
 - > Schools Admissions
 - > Homes for Haringey / Community Housing
 - > Regulatory services
 - > Registrars
- A detailed requirements specification was developed to support an OJEU tendering process for a new online customer portal.
- A series of operational improvements were identified and developed within the Contact centre.

6.2. Changes since the CST Programme commenced

Since the CST programme was originally established, there have been some key strategic and organisational changes within the Council. These changes collectively have meant that the level / scope of transformation required has changed somewhat from the original scope previously envisaged. A summary explaining some of these changes is set out below:

- Introduction of the Corporate plan and inclusion of 'Customer Focus' as a cross cutting enabler.
- Appointment of a new Assistant Director for Customer Services with responsibility for both Customer Services and Libraries.
- Development of a new integrated face to face service offer for Customer Services and Libraries.
- Two separate assurance reviews of the CST programme (carried out by Local Partners and CDU respectively).
- Recommendation to bring all transformational activity within Customer Services into one single change programme, to be led by a single senior responsible officer (confirmed as the AD for Customer Services).
- Developing an organisational structure for Customer Services and Libraries that fits within the affordability envelope available as per the Councils MTFS.

6.3. Key deliverables (2015 – present)

As a result of the points set out in section 6.2 above, work is being led by the AD of Customer Services and Libraries to bring all aspects of current and future transformational activity within Customer Services and Libraries into one single programme of work. The summary below outlines key deliverables achieved during this phase of transition:

- Completed full OJEU procurement of a customer portal system (e.g. My Account)
- Initiated the CST Digital project to implement My Account within 3 phases. Phase 1 [Council Tax & Benefits] was successfully launched in Feb 2016.
- Supported delivery of a new look and feel to the Council website (as part of the council rebranding exercise), and delivered some informational improvements to Council Tax and Benefits web content (to support Phase 1).
- Developed an improvement plan / blueprint for the Contact centre and introduced a new Call recording system.
- Customer Services standards developed and rolled out to all Customer Services and Libraries staff and managers.
- Held a series of separate panels with a focus group of residents to review key contact channels for Customer Services (e.g. telephone, web / digital, face to face).
- Completed the Libraries review and designed a new integrated face to face service offer for Customer Services and Libraries.
- Secured capital investment for Marcus Garvey Library and Wood Green Library re-development / improvements.
- Completed feasibility study for improvements to the wider Library network

6.4. Key deliverables planned for 2016

The following provides a short summary of remaining deliverables planned for 2016:

- Deliver Phase 2 My Account (Traffic Management, Libraries, Complaints, Environmental reporting and Pest Control), [Jun 2016].
- Deliver Phase 3 My Account (Housing, Registrars and Planning), [Oct 2016].
- Introduce Automated Switchboard system in Contact Centre [Aug 2016].
- Open refurbished Contact Centre at Alex House [Apr 2016].
- Launch new Marcus Garvey Centre – Library and Customer Services [May 2016].
- Launch new Wood Green Centre – Library and Customer Services [Jul 2016].
- Restructure of Customer Services and Libraries completed [Aug 2016].
- Commence phased refurbishment / IT improvements to wider library network [Oct 2016]

6.5. Benefits

There are a range of benefits being delivered by the CST programme, with some of these being enablers for the delivery of financial savings. These include:

- Improved accessibility and resolution of enquiries at 1st point of contact
- Greater take up and use of digital channels, which will enable Customer Services and Libraries to achieve up to £1.6m savings as part of the MTFS.
- Improved customer experience in contacting the Council
- Improved performance of customer contact channels
- Staff are happier in working for Customer Services
- Better utilisation of Haringey's Library assets

Financial benefits from the CST programme are shown in the table below:

	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
CS savings - one off (without risk)	525	1009	97	0	1631
CS savings – on going (without risk)	525	1534	1631	1631	5321

Financial benefits will be delivered through a combination of:

- Channel shift e.g. more transactions and information requests being completed online in the future, leading to a reduction in the overall volumes of telephony and face to face enquiries received for these contacts.
- Improved contact handling through economies of scale (e.g. staff cross-skilling).
- Aligning the savings enabled through staff cross-skilling with the process of releasing staff through voluntary redundancy in Customer Services & Libraries.

There are some inherent risks associated with delivering the financial benefits (e.g. achieving the anticipated level of channel shift take up for all services within the time frames required). As such the financial benefits above have also been modelled in the outline business case with risk applied.

6.6. Budgets

CST Programme

An outline business case was developed for the CST programme in October 2013 and this was reviewed by Cabinet in November 2013. This presented the case for investment and funding was subsequently secured against this in order to support budget requirements.

Table 1 below shows the CST programme budget. The programme is currently projected to deliver within its planned budget.

<u>Table 1</u>	2013/14 £000's	2014/15 £000's	2015/16 £000's	2016/17 £000's	Total

Capital	303	921	2219	940	4383
Revenue	130	368	271	196	965
Total	433	1289	2490	1136	5348

Libraries and Face to Face Customer services

A report was submitted to Cabinet in March 2015 which provided members with the findings from a review of Haringey's library service. The report made a recommendation to invest significantly in the Council's Libraries to resolve some of the issues highlighted by the review, and made the case for an initial investment in Marcus Garvey and Wood Green libraries in order to deliver some significant improvements to these two spaces.

Table 2 below shows the budget approved for the Libraries and Face to Face improvement programme. The programme is projected to deliver within its planned budget.

Table 2	2013/14 £000's	2014/15 £000's	2015/16 £000's	2016/17 £000's	Total
Face to Face / Libraries programme	n/a	187	5076	737	6000

7. Contribution to strategic outcomes

The CST programme fully supports one of the key cross cutting themes within the Corporate plan of '*Customer Focus*' and placing our customers needs at the centre of everything we do.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Not applicable

9. Use of Appendices

Not applicable.

10. Local Government (Access to Information) Act 1985

Not applicable