Customer First

Putting our customers at the heart of everything we do

Contents

Central Bedfordshire Council

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Executive Summary

1. Executive summary in one page

The Strategy

- The Customer First programme identifies the Council's strategy for managing customer contact. We have listened to our customers, identified what their preferences are, and are now planning to improve our internal processes and ICT so that we can meet their needs.

- We have identified the problems we need to overcome. Customer contact is currently managed in a siloed and fragmented manner. This leads to an inconsistent approach where customers are passed around our internal processes too often. In order to overcome this the programme mandates a three tiered approach to customer contact. These are:

    1. We expect a large segment of our customers to chose to self serve via our improved website.

    2. A corporately managed customer contact centre will deal with all initial customer contact.

    3. Case work and complex enquiries that cannot be resolved in the contact centre will be managed in the back office.

The Opportunity

- Customer First is a continual process for the Council. It is a process that delivers the aims of the Medium Term Plan; which states that all services should be digital by default, delivered through the channels of choice at least cost, allow customers to self serve and give excellent customer service.

- This document outlines the business case for the first phase of implementation. There is capital investment required. We recognise that there are considerable ICT challenges to overcome. The capital investment will help us overcome these, and lay the foundations for the rest of the programme.

- Customer First is predicated on making capital investment to facilitate self service and make revenue savings. The investment will outweigh the benefits in Year 1. However, the programme will begin to payback in Year 2, and has a payback period of 3.2 years. From 2013/14 onwards the programme will have a positive net impact of over £600k a year.

- We are confident that further savings can be identified. The first phase concentrates on high volume, transactional services. A second design phase will run in parallel with the implementation phase in order to increase savings to the Council.

The Underpinning Evidence

- The Customer First Programme has been built on rigorous analysis providing an evidence based approach to service redesign

- Core inputs to this study include: Six focus groups, 1,000 telephone surveys, Mosaic segmentation (and the production of bespoke segments), and service modelling

- We worked with each of the in scope services to identify how they currently operate, and their high level vision for the future. These high level visions were used to carry out more detailed design work shops where 'to be' processes were designed .

- A technology gaps analysis was carried out to identify the existing ICT architecture. This was then compared to our ICT requirements to inform the ICT specification for the programme.

1. The Customer First Programme

Customer First is a continual process. This business case identifies the first steps in the journey. It outlines the capital investment that has to be made in order to lay the foundations of the programme. It also identifies the benefits that we will realise in the first stage of the programme. We are confident that the programme can, in the future, deliver further significant savings by transforming services to meet the need of our customers. There are a number of initiatives that will be pursued to increase the benefits further. These are:

• **Pursuing additional process improvements** – Section 9 shows a number of opportunities that fall outside the scope of Customer First that could be taken forward by the Council. These predominately revolve around wider usage of mobile working, enabled by the new portal. By building these into the implementation plan the gross benefits will be increased.

• **Applying the same approach to new services** – the services in scope for this business case do not account for many of the types of services that our customers contact us about. Notable omissions are in high volume areas such as Adult Social Care and Registrars. We now have a trained, skilled project team who can take their learning from this detailed design stage and work with additional services. These services can be rolled into the future implementation plan, improving the way customers access out services across the Council and delivering increased benefits.

In order to increase the benefits of the programme a second detailed design phase will run in parallel with the implementation stage of phase 1. This approach is highlighted in the diagram below.

Central Bedfordshire Council

1. The vision set by the Council

The Council has agreed a future operating model. This is set out in our Medium Term Plan. This programme will deliver the Customer Experience element of the future operating model, as shown below.

The Customer Experience
'Wrapper'
Seamless; Branded; Web enabled.

The Services
In-house; Partnered;
Outsourced; Trust;
- according to best fit.

The Core
Small; Strategic
Direction; Accountability;
Value for Money.
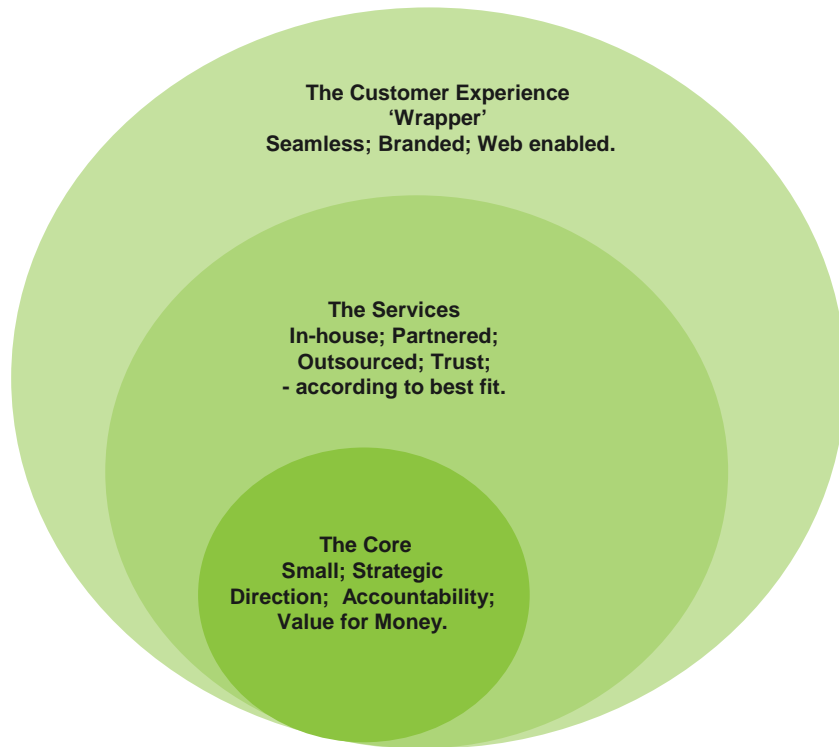
Our Medium Term Plan sets out a vision that services delivered by the Council should:

- **Be digital by default;**
- **Be delivered through the channel of choice, at least cost;**
- **Allow our customers to self serve, 24/7; and**
- **Be shaped by excellent customer intelligence and insight**

This vision for a modern and web enabled Council has shaped the vision, approach and design principles for the Customer First programme.

We want a transformational and innovative website that offers a customer experience similar to that of leading private sector organisations. This has been coined 'the Amazon experience'.

This will mean a seamless and branded website that allows customers to log on and enter personal information a minimal amount of times. This will allow customers to self serve by booking, reporting, applying, tracking and paying for key services online.

Central Bedfordshire Council

1. The case for change

This business case outlines how a cohesive approach to the Council's online presence will save money, give customers a better service and improve community engagement, and support Councillors as leaders.

1. Giving customers a better service
Our customers are demanding a more personalised and higher quality service. Moving services online will make self-service easy for those who are able to access and use the internet and the integration of front and back office processes will ensure that customers enquiries can be resolved at their first point of contact with us, through the lowest cost channel.

2. Unlocking significant organisational-wide cost savings
Budgetary constraints have meant that the Council has to look at delivering service and customer contact in more cost efficient ways. By enabling and encouraging customers to change their choice of contact channel with the Council to lower cost alternatives (e.g. from telephone/face-to-face visits to our website), and reducing the need for them to do so repeatedly, we will release significant benefits and improve the consistency and quality of service customers receive, without impacting front line services. Introducing voice recognition software will remove the need for the contact centre to act as a switch board, and make a considerable contribution to the savings of the programme.

3. Making community engagement easy and relevant
Making more effective use of the web channel and social media tools will make it easier for the Council to engage with customers. These tools allow Councils to have conversations with local people about matters of policy and service. In this way they can be used to facilitate greater democratic involvement.

1. Channel Strategy

Customer First transforms our vision into reality

Customer First outlines our ambitions for customer service that is:

- **Digital by default.** Where appropriate, we will encourage our customers to with us online.

- **Consistent.** It isn't just our online customers that deserve a consistently high level of customer service. We recognise that some Central Bedfordshire residents still prefer to contact us by the phone. Where customers have this opportunity to self serve online customer management should be shifted from service departments to a corporately managed customer services function.

This represents a significant change in approach, and will require well developed systems, structures and processes to enable it to happen. However, this is the only appropriate approach in order for the Council to provide much improved customer service, and unlock the significant financial savings available. This approach is outlined in the diagram opposite.

1st • Customers choose to self serve

2nd • Corporately managed customer contact for all initial customer contact

3rd • Back office customer management for case work and where requests cannot be resolved in Contact Centre
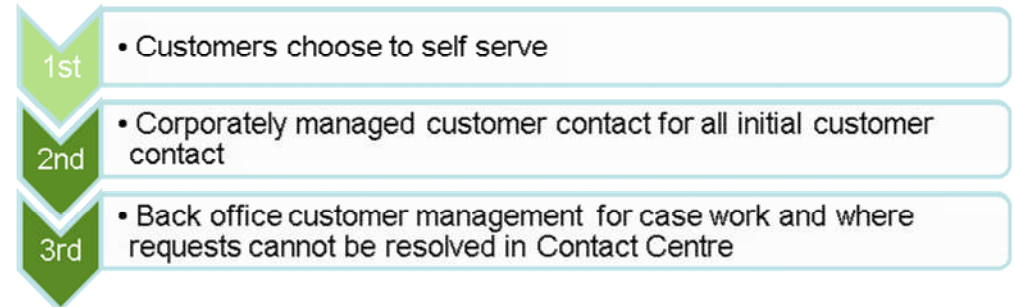
Encouraging self service is a continuous process

Ensuring the success of the programme is a long term commitment. It goes well beyond the introduction of new technology. Success will require us to:

- **proactively encourage self service** through strong marketing campaigns and a well managed corporate web presence.

- **avoid unnecessary contact**. We will continue to improve our services and engagement with our customers in order to drive telephone contact with the Council to a low level. We will introduce voice recognition software that will stop customers being passed around the organisation.

1. What did our customers say?

A programme that puts the customer first

The Customer First programme has a clear vision. However this vision will only be successful if it meets the needs of our customers . There has been anecdotal evidence previously that customers are demanding that we offer our services in a different ways. However, as a Council we have never previously asked them in any meaningful way. There was an assumption that pent up demand for online council services exists.

For this programme, we have engaged with our customers in the most significant piece of customer insight ever carried out by the Council. We have engaged customers every step of the way to ensure that our direction of travel is based on our customer needs.

We firstly carried out a series of six focus groups across Central Bedfordshire. These have given us, at a high level, a view of what our customers like and don't like when interacting online. We followed this up with 1,000 telephone interviews with our residents. These surveys looked specifically at the services we offer, and how likely customers of these services are to interact with us online. We also carried out in depth interviews with planning agents, as these businesses make up a large proportion of Planning customers.

81% use the internet on a daily basis	71% in segments most likely to shift online	20% already use the Council's website

Our residents are demanding online services

This engagement with our customers has given us an excellent base on which to build. We can confidently say that we know what our customers want. We know that:

- One fifth of customers are using the Council website as their main mode of contact
- The vast majority of customers have home internet access
- Just under half have access to smart phones. This is increasing
- Over half of our customers fall into the segments most likely to move online in the future. Only 20% are unlikely to use our online services.
- There is demand for all Council services to be offered online, across all socio-demographic groups.

Full details of the Customer Insight can be seen in Section 3

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1. What did our customers say?

As a Council we have many type of customers. However our research has shown that customers can be characterised by five personas. These five personas define the major users of our services. By designing our services around the needs of these personas we will be ensuring we keep the customer at the heart of everything we do.

These five types of customer are:

Customer group name: **Champions**   Example of residents: **Jack, Samantha**

- 31% of the population
- 77% are from a professional/skilled socio-economic group
- 94% are IT proficient
- 60% have Smartphones
- 89% are willing to shift online in the future
- 72% are already 'transactional' online

"I really don't like speaking on the phone, my first port of call will always be the website."

"If everything was there and covered all the information I need, I would have no need to contact the Council by telephone."

Customer group name: **Advocates**   Examples of residents: **Sarah, Mike**

- 23% of the population
- 72% are from a professional/skilled socio-economic group
- 99% are IT proficient
- 55% have Smartphone's
- 67% are already 'transactional' online

"Through my most recent experience of telephoning the Council I was transferred to numerous people and it took a considerable period of time for someone to get back to me"

"Speed of response is crucial"

1. What did our customers say?

Customer group name: *Floating Voters*

Examples of residents: *John, Victoria*

"I have had an experience of really noisy neighbours recently and I don't really like phoning the Council regarding these issues"
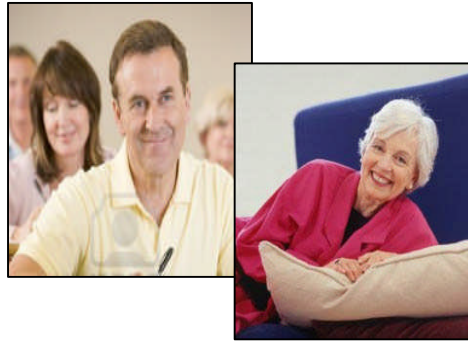
- 17% of the population
- 81% are from a manual/skilled socio-economic background
- Most view themselves as having an average level of IT proficiency
- More than half (55%) use the internet for online shopping and banking

"If this could be done effectively and quickly online I would be happy to do this"

Customer group name: *Reluctants*

Examples of residents: *Jane, Rob*

"I would be happy to have a greater interaction with the Council online, however I still like the personal touch of a direct conversation"

- 10% of the population
- 83% are from a manual/skilled socio-economic background
- 36% are IT proficient
- 52% are already 'transactional' online
- 15% have a disability

"I currently pay my Council Tax by cash, if I was to get a more personalised approach with a transaction history this would encourage me to go online for this service"

1. What did our customers say?

Customer group name: *Rather Nots*

Examples of residents: *Isobel, Warren*

- **Represent 20% of the population**
- **82% are from a manual/skilled socio-economic background**
- **61% have access to the internet**
- **None of these customers would rate themselves as being IT proficient although, 57% use the internet at least daily**
- **99% unwilling to move online**

"The public libraries that have computers are often very busy, noisy and mainly full of young people which can be quite off-putting for someone of my age"

"It's just the way I've been brought up – I always like to buy things face to face...don't like the idea of the internet ...I've went 49 years without an internet, so I'll not be getting on to it now"

The analysis of our primary research is conclusive. Only 20% of our customers would not be willing to use a service online. Two of our customer groups (making up 54% of the population) are demanding online services. The remaining 26% of the population will be key to the success of our programme. In order to attract the Floating Voters and Relucants we will design a system that is simple and easy to use, and use effective marketing to encourage self service.

1. What did our services say?

The programme is initially focussing on 15 key services, which have been selected on a number of criteria including transactional volumes, suitability for self service and achievability. To produce the business case we have worked closely with these service areas. This has included high level design workshops, to assess current customer service delivery and lay out a vision for the future, followed by more detailed design. Feedback from the services has been enthusiastic. There is a real desire within our Council to deliver excellent customer services. Some comments received include:

"We've been trying to do this for years on our own – we know that this will help us work better."
"Our processes and ICT don't help. They get in the way of us delivering excellent customer services."
"We know our customers don't want to phone us. We are forcing them at the moment."
"I am pleased this will actually happen this time!"

Sustainable Communities:	**Children's Services:**	**Social Care, Health and Housing:**	**Corporate Services**
•Planning •Building Control •Highways •School Transport •Waste •Leisure •Adult Skills and Community Learning	• Web Based Commissioning	• Housing • Blue Badges	• General Enquiries • Concessionary Bus Passes • Council Tax, Benefits and Free School Meals

Note: face to face contact centres are not included in this business case, but subject to a separate review

Central Bedfordshire Council

1. Business Case

The benefits have been calculated by bringing together all of the elements of the business case. This includes

• Applying the results of the Customer Insight to the current contact volumes to allow us to calculate how many customers will use the self service portal.

• Reviewing all processes for process improvements, which improve the quality of service for customers and reduce the workload for the Back Office teams.

• The following slides outline the calculations that have taken place for each individual service

Inputs to Business Case	Benefits Identified
Existing contact volumes for all services	Reduction in workload due to reduced customer contacts (self service)
What customers use these services	
How likely each customer type is to use online self service	
Where customers currently contact	
How many customers currently use the existing self service routes	Benefits across all services
How many staff currently handle the contacts	
Opportunities to reduce time taken to deliver process by removing non value add activities	Reduction in workload due to process improvements
Volumes of each process activity in each services area	
Opportunities to reduce spend on materials such as printing by removing non value add activities	Savings from non staff budgets

Central Bedfordshire Council

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1. Business Case

Reduction in workload due to reduced customer contacts (self service)

Reduction in workload due to process improvements

Savings from non staff budgets

The following slides break down the potential benefits into two tables:

• The first of these show reduction in workload in the Contact Centre and services due to self service (as a result of web self service or telephony self service/introduction of voice recognition. The areas which drive this savings are:

• Less customers contacting the Contact Centre due to availability and marketing of self service.

• Less contacts being passed through to the service areas due to more in depth service offered in the Contact Centre.

• Filtering out of the switchboard type enquiries from the Contact Centre using voice recognition software.

• Moving more services into the existing contact centre.

• The second table shows the potential reduction in workload due to process improvements identified by the service and any potential savings from non staff budgets. The major areas which drive this savings are:

• Improved eligibility checking, reducing customer demand for a service

• Systems integration reducing the need for a service to retype information between systems.

1. Business Case
Total Savings
Savings by directorate and service area

The table below outlines the savings that can be achieved across each service

Directorate	Service	Potential Savings Due to Self Service	Potential Savings Due to Process Improvements	Potential Total FTE Savings	Potential Non Staff Savings	Total*
Sustainable Communities	Adult Skills and Community Learning	£61,192	£0	3.0	£0	£61,912
	Building Control	£0	£0	0.0	£172	£172
	Highways	£0	£0	0.0	£0	£0
	Leisure	£27,674	£30748	1.9	£1,000	£59,422
	Planning	£17,530	£70,121	3.5	£5,880	£93,531
	School Transport	£14,679	£0	0.0	£0	£0
	Waste	£7,973	£0	0.0	£0	£0
Children's Services	Web Based Commissioning for Schools	£0	£0	0.0	£0	£0
Social Care, Health and Housing	Blue Badges	£0	£0	0.0	£0	£0
	Housing	£23,840	£88,549	3.3	£716	£113,105
Corporate Services	Concessionary Bus Passes	£0	£0	0.0	£0	£0
	Council Tax, Benefits and Free School Meals	£127,136	£248,218	12.4	£50,790	£426,144
	Contact Centre	£186,296	£35,000 - £70,000	9.1-10.1	£0	£221,296 - £256,296
				Total 34.5-35.5fte		**£975,572 - £1,010,582**

Central Bedfordshire Council

* Calculated using average salary per service affected team (shown at end of section 9) 16

1. Business Case
Summary of savings through self service
Savings by directorate and service area

The table below outlines the savings that can be achieved from the reduction in customer contact from self service in each service

Directorate	Service	Current FTE Handling Customer Contact	Potential Reduction in Workload	Potential Reduction in FTE	Potential Savings from FTE Reduction*
Sustainable Communities	Adult Skills and Community Learning	5.2	57%	3.0	£61,912
	Building Control	2.0	7%	0.0	£0
	Highways	0	26%	0.0	£0
	Leisure	1.2	76%	0.9	£27,674
	Planning	4.0	19%	0.7	£17,530
	School Transport	0.8	58%	0.0	£0
	Waste	1.2	22%	0.0	£0
Children's Services	Schools Web Based Commissioning	0	0%	0.0	£0
Social Care, Health and Housing	Blue Badges	0	7%	0	£0
	Housing	6.5	9%	0.7	£23,840
Corporate Services	Concessionary Bus Passes	0	16%	0	£0
	Council Tax, Benefits and Free School Meals	12	35%	4.2	£127,136
	Contact Centre	36.6	22%	8.1	£186,296

Total 18.7 FTE   **£444,388**

* Calculated using average salary per service affected team (shown at end of section 9)

1. Business Case
Summary of savings through process improvements (1)
Savings by directorate and service area

The table below outlines the savings that can be achieved from the process savings in each service

Directorate	Service	Potential FTE Savings from Process Improvements	Potential Non Staff Savings from Process Improvements	High Level Explanation for Savings	Total Potential Savings*
Sustainable Communities	Adult Skills and Community Learning	0.0	£0	• N/A	£0
	Building Control	0.0	£172	• Online appointments and electronic payments reducing service workload.	£172
	Highways	0.0	£0	• N/A	£0
	Leisure	1.0	£1,000	• Using Library Staff in face to face reception in Leighton Buzzard Theatre	£31,749
	Planning	2.8	£5,880	• Systems integrations reducing need to print and rescan information. • Plans can be passed between officers electronically.	£76,001
	School Transport	0.0	£0	• N/A	£0
	Waste	0.0	£0	• N/A	£0
Children's Services	Web Based Commissioning for Schools	0.0	£0	• N/A	£0

* Calculated using average salary per service affected team (shown at end of section 9)

1. Business Case
Summary of savings through process improvements (2)
Savings by directorate and service area

The table below outlines the savings that can be achieved from the process savings in each service

Directorate	Service	Potential FTE Savings from Process Improvements	Potential Non Staff Savings from Process Improvements	High Level Explanation for Savings	Total Potential Savings*
Social Care, Health and Housing	Blue Badges	0.0	£0	• N/A	£0
	Housing	2.6	£716	• Filtering cases from entering the Council due to self service eligibility checker. • Integration eliminates need for paper applications to be manually retyped into QL. • Integration removes need for all repairs currently reported online to be retyped into service system. • Housing repairs calls to be handled by multi skilled agents in Contact Centre.	£89,265
Corporate Services	Concessionary Bus Passes	0.0	£0	• N/A	£0
	Council Tax, Benefits and Free School Meals	8.2	£50,790	• Self service eligibility checker will reduce the applications received that are assessed and do not qualify for benefits. • Intelligent data capture online will reduce the current high levels of inaccuracy received with the paper applications. • Integration will remove the current need for change of circumstances requests to be manually retyped between systems,	£299,008
	Contact Centre	1-2.0	£0	• Reduction in management overhead as smaller teams of agents.	£35,000 - £70,000
	Total	**15.8 - 16.8 FTE**	**£58,558**		**£531,195 - £566,195**

* Calculated using average salary per service affected team (shown at end of section 9)

1. Business Case

Financial Implications – Cash Position

The tables below give a financial summary of the implementation phase of the programme. The phase will commence in early July (subject to Executive sign off), and will take approximately 9 months to deliver. The programme delivers a positive net impact to CBC from 2013/14, and pays back in 3.2 years.

Expenditure Type	£M					
	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Total Gross Capital Costs (including Contingency)	-1.689	0.000	0.000	0.000	0.000	-1.689
Total Gross Revenue Costs (including Contingency)	-0.396	-0.384	-0.365	-0.355	-0.345	-1.844
Total Costs	**-2.086**	**-0.384**	**-0.365**	**-0.355**	**-0.345**	**-3.534**
Projected Gross Benefits (Savings, Income)	**0.485**	**1.010**	**1.010**	**1.010**	**1.010**	**4.525**
Total Net Impact to CBC (Gross Benefits less Total Costs)	**-1.601**	**0.626**	**0.645**	**0.655**	**0.665**	**0.991**

Supporting Information	Value
Cost of Capital	4.5%
Total Cost of Capital Borrowing (at 5% per annum over 25 years)	2.112
Net Present Value (NPV) £M	0.690
Internal Rate of Return (IRR) %	22%
Payback Period (in years)	3.2
Return on Investment (ROI)	1.3

Note: The 2012/13 capital costs are £189k above the existing 2012/13 allocation in the capital programme. Therefore £189k will have to be brought forward from 2013/14.

Central Bedfordshire Council

1. Business Case
Financial Implications – Revenue Impact

The table below shows the impact of the programme on revenue.

Expenditure Type		2012/13 £M	2013/14 £M	2014/15 £M	2015/16 £M	2016/17 £M	Total £M
Ongoing Revenue Costs:							
ICT Hosting, Maintenance & Support		-0.111	-0.221	-0.221	-0.221	-0.221	-0.995
ICT Resourcing		-0.035	-0.070	-0.070	-0.070	-0.070	-0.315
Contingency		-0.015	-0.029	-0.029	-0.029	-0.029	-0.131
Total		**-0.160**	**-0.320**	**-0.320**	**-0.320**	**-0.320**	**-1.441**
Redundancy Costs (incl. Pension Strain where applicable)		-0.163					
Sub Total - Revenue Costs		**-0.323**	**-0.320**	**-0.320**	**-0.320**	**-0.320**	**-1.604**
Minimum Revenue Provision (MRP) for Capital		0	-0.338	-0.338	-0.338	-0.338	**-1.352**
Cost of Capital Borrowing	4.5%	-0.076	-0.076	-0.076	-0.076	-0.076	**-0.380**
Working capital borrowing costs	1.5%	0.002	0.013	0.031	0.041	0.052	**0.139**
Total Gross Revenue Costs		**-0.396**	**-0.721**	**-0.703**	**-0.693**	**-0.682**	**-3.196**
Contingency Revenue Budget	0%	0.000	0.000	0.000	0.000	0.000	0.000
Total Gross Revenue Costs including Contingency		**-0.396**	**-0.721**	**-0.703**	**-0.693**	**-0.682**	**-3.196**
Projected Gross Revenue Benefits							
Savings		0.485	1.010	1.010	1.010	1.010	4.525
Total Projected Gross Revenue Benefits		**0.485**	**1.010**	**1.010**	**1.010**	**1.010**	**4.525**
Total Net Impact to CBC		**0.089**	**0.289**	**0.307**	**0.317**	**0.328**	**1.329**

Note: It is assumed that only 50% of ongoing revenue costs will be paid in 2012/13.

1. How will this be rolled out?

Following the completion of the procurement of an ICT partner, we are planning the implementation of all services across a nine month period as outlined below. Full details of the team and the plan can be seen in section 8.

2012						2013			
July	A	S	O	N	D	J	F	M	A

Wave 1 – Services onto Self Service Portal

Lessons Learnt

Wave 2 – Services onto Self Service Portal

Implementation of self service and avoidable contact marketing campaigns - Linked to Wave 1 and 2 roll out

Wave 3 – Services Roll Out into Contact Centre, and remaining services onto Self Service Portal

Migration of back office process and staff to new Customer Service Centre

Implementation of training plan

Central Bedfordshire Council

2

Introduction

2. Introduction
What is Customer First?

We want residents of Central Bedfordshire to experience great customer service, through the channels they want to use, when they want to use them. Customer First is a programme of work that sets about achieving this.

We recognise that colleagues from across the Council give excellent customer service to their specific customers. However, Customer First is about more than this. Through this programme we will ensure that customers can access the services that they want, at any time of day, through their preferred channel. We know that some of our customers like to call us during office hours, but what about the customers who want to report a missed bin via their iPad after they get home from work? The pace of technological change has transformed our residents' perception of what good customer service is, and we need to change with it.

There is a great deal to do to achieve this. We need to really understand what our customers want, and respond to their changing needs. We need to get our technology right. We need to change our customer systems and processes so that they are simple, effective and secure.

We also need to change the way we behave so that everyone at the Council puts our customers at the heart of our thinking, anticipating and responding to their needs and delighting in exceeding their expectations.

This represents a tough challenge for the Council, but we know that the rewards will be there for our hard work.

Great customer service
24/7
Simple
Anticipating and responding to customer needs
Online
Efficient
Customers at the heart of our thinking
Our vision
Financial savings
Effective
Secure
Self service
Delighting in exceeding customer expectations
Improved customer satisfaction

This business case sets out a number of success criteria for the programme. We'll know we have succeeded when we:

- can offer most of our customers self service online;

- have made significant financial savings through more efficient customer service; and

- have improved customer satisfaction amongst all our residents.

2. Introduction

Why is Customer First important?

Excellent Customer Service at Value for Money

Central Bedfordshire Council has a responsibility to provide excellent services to the public and value for money to the taxpayer. The channels through which our services are delivered and by which the public has contact with the authority, are a critical part of this. There is a growing preference within our communities to access services online. Research shows that this is also by far the cheapest way to serve our customers. Therefore, in order to deliver excellent services that offer good value for money, we must open up our online channels.

The financial benefits are significant when the cost to transact across each of the core access channels is considered. It is estimated that each channel costs us:

Face to face delivery   **£10.47**
Telephone   **£4.00**
Web   **£0.17p**

Improving Customer Satisfaction

The Council has seen great success in its attempts to improve customer satisfaction. The most recent residents survey showed that there has been an 11% increase in satisfaction. It is important that we reflect on this as a job well done. However, only 46%, less than half, of customers surveyed stated that they were either satisfied or very satisfied with the Council. Over a third of our customers stated that they were

neither satisfied nor dissatisfied with the Council.

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied
2011	3	43	36	15	4
2009	2	33	41	16	8
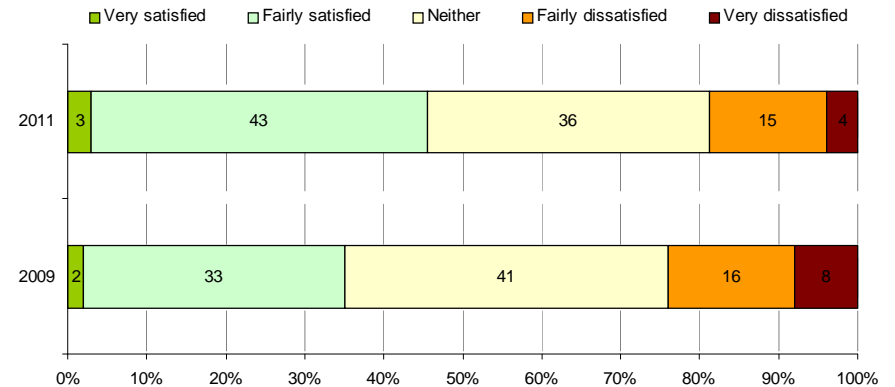
Customer First will give the Council the opportunity to engage with our residents, including those whom we would not traditionally have much contact with, and really give us the opportunity to embed a good perception of the work we do.

Customer First outlines the plan for the channels we will use to deliver services to, and interact with, our customers. It explains how we will meet the contact demands of our customers using the resources we have available. It is is not simply a plan to move service provision to online channels. The main drivers for change are outlined on the next page.

2. Introduction
The Drivers for Change

The implementation of a comprehensive Customer First Strategy including web functionality is fundamental to the transformation of the Council's services. The significant cost savings that can be unlocked by moving services online will become essential for the delivery of the corporate strategy and meeting the budgetary challenges of the future.

This proposal outlines how a cohesive approach to the Council's online presence will save money, give customers a better service and community engagement, and support Councillors as leaders.

1.It is what our customers expect
Demand is ever increasing and customers want a more personalised and higher quality service. We have seen this from the results of our primary research. 70% of CBC customers use the internet on a daily basis. Moving services online will make self-service easy for those who are able to access and use the internet, and integration of front and back office processes will ensure that customers enquiries can be resolved at their first point of contact with us, through the lowest cost channel.

2.Unlocking significant organisational-wide cost savings
Budgetary constraints have meant that the Council has to look at ways of delivering service and customer contact in more cost efficient ways. By enabling and encouraging customers to change their choice of contact channel with the Council to lower cost alternatives (e.g. from telephone/face-to-face visits to our website), and reducing the need for them to do so repeatedly will release significant benefits and improve the consistency and quality of service customers receive. Introducing voice recognition software will remove the need for the contact centre to act as a switch board, and make a considerable contribution to the savings of the programme.

3.Making community engagement easy and relevant
Making more effective use of the web channel and social media tools will make it easier for the Council to engage with customers. These tools allow Councils to have conversations with local people about matters of policy and service. In this way they can be used to facilitate greater democratic involvement.

2. Introduction
A vision for the Council

The Medium Term Plan

It is important that any work carried out by the Customer First programme is consistent with the aims of the Council. The recently published Medium Term Plan gives us a clear steer on how we, as an organisation, want to operate.

The Customer Experience 'Wrapper'
Seamless; Branded; Web enabled.

The Services
In-house; Partnered; Outsourced; Trust; - according to best fit.

The Core
Small; Strategic Direction; Accountability; Value for Money.
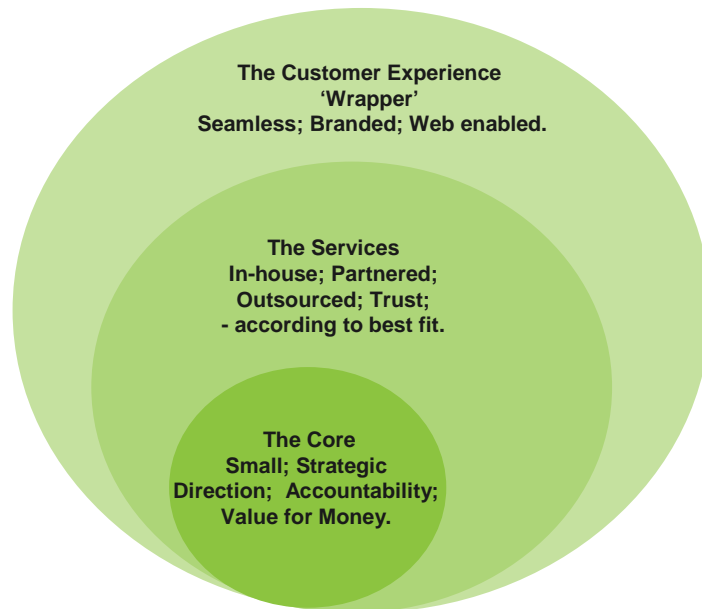
Therefore services delivered by the Council should:

- **Be digital by default;**
- **Be delivered through the channel of choice, at least cost;**
- **Allow our customers to self serve, 24/7; and**
- **Be shaped by excellent customer intelligence and insight**

This vision for a modern and web enabled Council has shaped the vision and design principles for the Customer First programme.

Our vision is for a transformational and innovative website that offers a customer experience similar to that of leading private sector organisations. This has been coined 'the Amazon experience'.

This will mean a seamless and branded website that allows customers to log on and enter personal information a minimal amount of times. This will allow customers to self serve by booking, reporting, applying, tracking and paying for key services online.

Our design principles are contained on the next page.

Central Bedfordshire Council

2. Introduction
Design Principles for Customer First

We want the Council to…

- Work as one organisation
- View every customer as important
- Understand and respond to customer preference
- Provide effective customer service, resolving enquiries at the first point of contact
- Be driven by evidence in its decision making
- Be prepared to work differently, changing back and front office processes
- Invest in staff and technology to deliver change

We want our technology to be…

- Stable – ensuring continuous service
- Innovative – capable of exploiting new and emerging opportunities
- Secure – protecting the Council's assets and reputation
- Responsive – to the changing ambitions and needs of the organisation

We want our structure/organisational design to be…

- Rational – governed by evidence rather than convention
- Transparent – clearly understood by all
- Holistic rather than siloed
- Flexible – capable of change

We want our people to…

- Be results focussed
- Be empowered to make a difference
- Respect customers as individuals who matter to us
- Be collaborative
- Manage resources efficiently

We want our customers to…

- Be able to contact us easily
- Have confidence in the information, advice and service they receive
- Get the right service first time
- Have a great experience when they access our services

2. Introduction

Important considerations for this business case

An evidence based approach

This business case is built on a strong evidence base. During the detailed design phase of the programme we have undertaken four key strands of work. These are:

1. We have gained a real understanding of what our customers want

Across Local Government there is an assumption that pent up demand exists for online local authority services. This is particularly true of Central Bedfordshire. As an affluent area of the country we would expect the majority of our customers to want to interact with us online. This assumption was underlined during the outline business case stage of the programme. Using geo-demographic analysis we painted a picture of an area full of web savvy customers.

This business case goes a step further. In order to test these assumptions we have carried out quite a considerable amount of primary research. We have met our customers at a series of focus groups, and followed these up by carrying out 1,000 telephone surveys with a representative sample of our population.

2. We have worked with the organisation to understand and redesign our processes

We have undertaken a series of workshops with colleagues from across the organisation. The purpose of these workshops was to translate the vision for service delivery in the Council (as laid out in the Medium Term Plan) into a high level vision

for each of the in scope services. This was then followed up by a series of detailed design workshops, which laid out how these redesigned services would work.

An important lesson we learnt was that there is real appetite within services to carry out this programme.

3. We have undertaken a gaps analysis of our ICT.

We recognise that our existing ICT architecture has been designed to support the organisation "as-is". Customer First changes the requirements for our ICT infrastructure and systems. We have carried out a gaps analysis that identifies the difference between the ICT requirements of the programme and our existing ICT. This has given us a real understanding of what we will have to do, and how much we will have to spend, in order to ensure that our customers can truly self serve.

4. We have learnt – from market leading suppliers, from our partners, from other Local Authorities and from previous failures.

Probably the most important element of our evidence based approach is that we have learnt, and learnt lessons from a wide range of stakeholders.

We have learnt from the market.

A significant amount of soft market testing has taken place. We have spoken to a wide

Important considerations for this business case (2)

range of private sector organisations that operate in this space. Their informed views have really helped us shape our thinking.

We have learnt from our partners. In the production of this business case we have worked closely with a market leading consultancy. They have helped us drive forward our programme with pace, and provided capacity and capability that we simply did not have within the Council.

An important element of our contract with them has been skills transfer. It is important that we can maintain the Customer First commitment in the coming years. We have ensured we can do this through staff training.

We have learnt from other Local Authorities. It is important to note that we are not the first local authority to undertake this journey. Although we aim to be innovative in our approach we still see the importance of learning from the successes and failure of others.

We have been in close discussions with, and learnt a great deal from other local authorities from across the country – for example, the London Borough of Newham and Medway in Kent.

We have learnt from previous failures. It is important to be open and honest about projects that have failed in the past. We are aware that there have been some projects within the Council with a strong ICT element that haven't delivered the

benefits that they promised. We have analysed and learnt from projects such as the CRM project and the web project. As a result of this, there have been a number of key elements that have been built into this programme. These are:

- This is a member led programme – championed politically by the Deputy Portfolio Holder for Corporate Services with the strong support of the Deputy Leader.
- The programme has strong sponsorship from the Assistant Chief Executive with the support of the Chief Executive.
- Service areas are heavily involved in defining the programme. Staff at all levels have been engaged.
- The programme has a strong evidence base – built on an understanding of what our customers want.
- There is dedicated ICT resource working solely on this programme.
- There is a commitment to achieving the required savings.

2. Introduction
Selecting the in scope services

We recognise that customers contact us for a wide range of services. At this stage it would not be appropriate to aim to improve all of them. Therefore a prioritisation exercise took place. This was based upon a number of criteria, including volume of contact, ease of moving online, and fit with the vision of the programme. From here a list of fifteen in scope services was put together.

The service areas in scope are:

Sustainable Communities:	Children's Services:	Social Care, Health and Housing:	Corporate Services
•Planning •Building Control •Highways •School Transport •Waste •Leisure •Adult Skills and Community Learning	• Web Based Commissioning	• Housing • Blue Badges	• General Enquiries • Concessionary Bus Passes • Council Tax, Benefits and Free School Meals

3

Customer Insight and Analysis

1. What did our customers say?

A programme that puts the customer first

The Customer First programme has a clear vision. However this vision will only be successful if it meets the needs of our customers . There has been anecdotal evidence previously that customers are demanding that we offer our services in a different ways. However, as a Council we have never previously asked them in any meaningful way. There was an assumption that pent up demand for online council services exists.

For this programme, we have engaged with our customers in the most significant piece of customer insight ever carried out by the Council. We have engaged customers every step of the way to ensure that our direction of travel is based on our customer needs.

We firstly carried out a series of six focus groups across Central Bedfordshire. These have given us, at a high level, a view of what our customers like and don't like when interacting online. We followed this up with 1,000 telephone interviews with our residents. These surveys looked specifically at the services we offer, and how likely customers of these services are to interact with us online. We also carried out in depth interviews with planning agents, as these businesses make up a large proportion of Planning customers.

81% use the internet on a daily basis	**71% in segments most likely to shift online**	**20% already use the Council's website**

Our residents are demanding online services

This engagement with our customers has given us an excellent base on which to build. We can confidently say that we know what our customers want. We know that:

- One fifth of customers are using the Council website as their main mode of contact
- The vast majority of customers have home internet access
- Just under half have access to smart phones. This is increasing
- Over half of our customers fall into the segments most likely to move online in the future. Only 20% are unlikely to use our online services.
- There is demand for all Council services to be offered online, across all socio-demographic groups.

Full details of the Customer Insight can be seen in Section 3

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Central Bedfordshire Council

3. Customer Insight and Analysis

The segmentation of customers has resulted in the identification of five groups...

- Cluster analysis was used to identify 'groupings' of customers who shared similar characteristics regarding levels of IT proficiency, willingness to move online in the future and overall levels of satisfaction with Council services.

- The analysis identified five groups/clusters that emerged along a spectrum from high to low propensity to shift online in the future. In addition, further tests were conducted, including correlation and regression analysis, on a range of survey variables to validate the robustness of the clusters. The number of customers per group is shown in Figure 1 below. This outlines the composite mean scores for the three selected variables on a scale of 1-10, with 1 representing the lowest end of the spectrum and 10 the highest end. A high level overview of some of the key customer profile characteristics within each cluster group is highlighted at Figure 2 overleaf.

Figure 1: Overview of 5 customer groups

Key variables		Champions	Advocates	Floating Voters	Reluctants	Rather Nots
	Propensity to shift	High	High / Medium	Medium	Medium / Low	Low
	Possible customer group names	Champions	Advocates	Floating Voters	Reluctants	Rather Nots
	No. customers (%) per group	296 (31%)	216 (23%)	162 (17%)	92 (10%)	187 (20%)
	Composite mean scores					
	Level of IT proficiency / Likelihood to shift online / Overall satisfaction with the Council	8.21	6.25	5.93	5.09	3.77

Detailed explanation available in Appendix 1

Central Bedfordshire Council

3. Customer Insight and Analysis
The groups vary by socio-economic characteristics...

The personification of each of these Mosaic groups, is developed in this chapter.

Figure 2: High level overview of each customer group

Mosaic Group B D E
Aged 60+ (64%)
Over one half retired (53%)
Vast majority in socio economic group C1 C2 D (83%)
¼ have a disability

Mosaic Group D F H
Aged 25-59 (74%)
Over ¾ in employment (76%)
Over ¾ in socio economic group A, B, C1 (77%)
Over 1/3 have school aged children (35%)
60% have smart phones

Mosaic Group D E H J
Aged 40+ (87%)
Over one third retired (35%)
15% have a disability
Vast majority in socio economic group C1
C2 D (83%)

Low 20%

High 31%

Low to Medium 10%

Medium 17%

Medium to High 23%

Mosaic Group B D E
Aged 40+ (78%)
One half in employment (50%) and just over 1/3 retired (36%)
Vast majority in socio economic group C1 C2 D (81%)

Mosaic Group B F H
Aged 40+ (76%)
Over 2/3 in employment (70%)
Nearly 3/4 in socio economic group A, B, C1 (72%)
Just less than 1/3 (29%) have school aged children
55% have smart phones

Employment = full time, part time or self employed

Note: figures add up to 101% due to rounding

Customer group name: *Champions*

Example of residents: *Jack, Samantha*

- **31% of the population**
- **77% are from a professional/skilled socio-economic group**
- **60% have Smartphone's**
- **89% are willing to shift online in the future**
- **72% are already 'transactional' online**

"I really don't like speaking on the phone, my first port of call will always be the website."

"If everything was there and covered all the information I need, I would have no need to contact the Council by telephone."

Characteristics

- Jack is in his late 20's. Samantha is a 31 year old mother of one young child.
- Both Jack and Samantha have professional occupations and prefer online channels due to ease of use and convenience.
- Samantha and Jack have high earning power and live in an affluent part of the Council area with little free time.
- Both are highly IT proficient, using the internet every day at home and at work and also via Smartphone's whilst on the move.

Services

- Jack and Samantha typically contact the Council in relation to General Services, including Waste and Highways.
- For example, Jack recently contacted the Council to report a faulty street light outside his home so that this could be repaired.
- Both also contact the Council about Council Tax banding and payment plans so they can manage their finances appropriately.
- Jack and Samantha are also keen to discover local events that the Council organises that may be of interest to them / their families in their spare time.

Access

- Samantha and Jack have personal laptops and Smartphone devices, whilst Jack also has an I-Pad.
- Both have visited the Council's website recently and Samantha paid her annual Council Tax bill through the website.
- Due to long working hours and a lack of free time, both would like to have even greater online communications with the Council when the need arises as speed of response and the convenience of online is important to them.

Implications

- A greater shift towards online services would really assist Jack and Samantha in their every-day lives.
- They are highly IT proficient across a range of devices and do most of their domestic shopping and banking online.
- However, both are a little unsure of the range of services that the Council provides and would welcome greater awareness and communications on this point.
- Jack and Samantha could interface with the Council online across all of the services they require.

Detailed explanation of all Personas available in Appendix 1

Customer group name: *Advocates*

Examples of residents: *Sarah, Mike*

"Through my most recent experience of telephoning the Council I was transferred to numerous people and it took a considerable period of time for someone to get back to me"

"Speed of response is crucial"

- **23% of the population**
- **72% are from a professional/skilled socio-economic group**
- **55% have Smartphone's**
- **67% are already 'transactional' online**

Characteristics

- Sarah is a 46 year old mother of two school-age children. Mike is a recently retired Accountant.

- Sarah is a teacher at a local a primary school and Jack is a volunteer at a range of community groups.

- Both lead busy lifestyles in terms of pursuing their interests and managing their family life.

- Both are highly IT proficient and have extensive online access, however, both typically contact the Council by telephone.

Services

- Sarah and Mike typically contact the Council in relation to General Services, Council Tax and Planning on an ad-hoc basis.

- Mike has recently telephoned the Council to enquire about the procedures for applying to make a building extension to his home.

- Sarah has also contacted the Council about school admissions and bus passes for her children.

- Mike is also keen to seek further information in terms of Council assistance for holding a local community fundraising event.

Access

- Mike has a home PC which he uses regularly to make funding applications and to monitor news and sports interests.

- Sarah has a laptop and Smartphone and does virtually all of her shopping and banking online due to time constraints and her view that this is much more efficient.

- Whilst having visited the Council's website to seek information and to download applications, their main method of contact is traditionally by telephone.

Implications

- Sarah and Mike are moderate to high users of all online functions.

- They are highly IT proficient and would welcome the opportunity to interact with the Council online more regularly in the future.

- Sarah and Mike have the ability and willingness to shift online, however, they will require specific communications in terms of the benefits of doing this for them.

- Mike is also a little wary about the security of websites that he visits and may require more reassurance on this. He is also keen that any website he uses has simple language and is easy to navigate.

Central Bedfordshire Council

Customer group name: *Floating Voters*

Examples of residents: *John, Victoria*
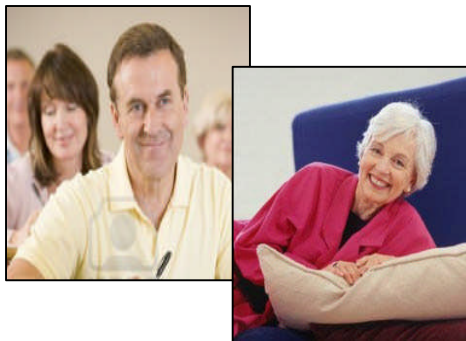
"I have had an experience of really noisy neighbours recently and I don't really like phoning the Council regarding these issues"

"If this could be done effectively and quickly online I would be happy to do this"

- **17% of the population**
- **81% are from a manual/skilled socio-economic background**
- **Most view themselves as having an average level of IT proficiency**
- **More than half (55%) use the internet for online shopping and banking**

Characteristics

- John is in his late 40's, and works as a local tradesman. Victoria is widowed and in her early 60's and works in a school library.

- Both John and Victoria have access to the internet at home but would describe their IT proficiency as average.

- Generally they prefer to access Council services by phone but would be able to go online to interact with the Council for basic information.

- Both John and Victoria are from socio-economic grouping C1.

Services

- John and Victoria are users of universal services. Both recycle, and regularly contact the Council to request new food bin bags and their refuse collection times.

- Victoria's lives on her own and recently contacted the Council to apply for a single person discount for her Council Tax. She is also entitled to a concessionary bus pass.

Access

- Although the telephone is currently their preferred mode of contact, both John and Victoria would be prepared to contact the Council via the website in future in relation to general services.

- At present they would be less likely to go online for transactional activities as they still like the experience of talking to somebody directly.

Implications

- Encouraging John and Victoria online is important.

- They are regular internet users and reasonably IT proficient but currently interact via the telephone.

- Targeted marketing and possibly some IT skills training would help both of these customers to have the confidence to visit the Council's website.

- The retention of telephone channels of contact for more personalised services will be required.

Customer group name: *Reluctants*

Examples of residents: *Jane, Rob*

- **10% of the population**
- **83% are from a manual/skilled socio-economic background**
- **52% are already 'transactional' online**
- **15% have a disability**

"I would be happy to have a greater interaction with the Council online, however I still like the personal touch of a direct conversation"

"I currently pay my Council Tax by cash, if I was to get a more personalised approach with a transaction history this would encourage me to go online for this service"

Characteristics

- Jane is a recently retired charity volunteer. Rob is a local construction worker in his mid 50's.

- Jane has access to the internet but has quite a basic level of IT proficiency limited to being able to search for information.

- As a manual worker Rob does not regularly use the internet or a computer but does like to keep up to date with sports news online when he can.

- Both Rob and Jane would contact the Council by telephone.

Services

- Jane has a mobility impairment and has contacted the Council with regards to a blue-badge permit as well as regarding waste and refuse information.

- Rob has a reasonably infrequent contact with the Council, with the main services accessed regarding a permit for disposing of large-scale waste through his job.

- Jane has accessed the Council's website to find out information about renewing her blue badge.

Access

- Jane has a home PC but this is not to a high specification and her internet connection can often be variable.

- Jane has accessed the Council's website for information but could not find what she was looking for and as such prefers direct conversations with Council staff.

- Rob has a high specification home PC and uses this for the purposes of sports news and information.

- Jane and Rob would mainly contact the Council by telephone whilst occasionally using the website to find out a specific phone number.

Implications

- Jane and Rob have fairly good access to the internet, either at home or via a public facility but have a reasonably average level of IT proficiency.

- Both would welcome a basic online skills course to refresh their understanding of internet functions as well as any support in terms of improved connectivity.

- Jane and Rob would be willing to go online to find out information about Council services.

- Jane is unlikely to be fully transactional as she prefers a personal touch regarding sensitive services. Rob has the potential to be more transactional if the website could facilitate a more personalised customer experience.

Customer group name: *Rather Nots*

Examples of residents: *Isobel, Warren*

"The public libraries that have computers are often very busy, noisy and mainly full of young people which can be quite off-putting for someone of my age"

"It's just the way I've been brought up – I always like to buy things face to face...don't like the idea of the internet ...I've went 49 years without an internet, so I'll not be getting on to it now"

- **Represent 20% of the population**
- **82% are from a manual/skilled socio-economic background**
- **61% have access to the internet**
- **None of these customers would rate themselves as being IT proficient although, 57% use the internet at least daily**
- **99% unwilling to move online**

Characteristics

- Isobel lives alone in Council assisted accommodation and has problems with her physical mobility. Warren is a outdoors manual worker with four children.

- Isobel is not familiar with using the internet and traditionally preferred to contact the Council in person but now uses the telephone as her main method of contact.

- Warren sometimes uses the internet to order DIY equipment. Warren would always contact the Council by telephone.

Services

- Isobel would typically contact the Council with regards to information on her blue-badge as well as to enquire about housing issues.

- Warren has contacted the Council in the past to query his Council Tax bills and to request a larger bin due to the size of his family.

- Isobel has also telephoned the Council to enquire about the procedures for applying for a concessionary bus pass.

Access

- Isobel does not have a home computer but has tentatively used the internet at a local library in the past with the help of her daughter.

- Warren has a home computer and, despite fairly average levels of IT proficiency, uses the internet for online shopping and for work purposes.

- Isobel and Warren would mainly contact the Council by telephone whilst Warren would occasionally use the website for information on local events and recycling points.

Implications

- Whilst Isobel and Warren share the same customer group they have differing needs in terms of their ability to shift online.

- Customers like Isobel will never be willing to shift online, even for basic information.

- Warren's resistance to shift online is more attitudinal and he would require a simplified and easier to navigate website as well as greater awareness of the services that can be accessed online.

4

Validation of the Baseline – the 'As Is' Analysis

- Overview of Approach
- Sustainable Communities
- Children's Services
- Social Care, Health and Housing
- Corporate Services

4. Validation of the Baseline – the 'As Is' Analysis
Overview of Approach

Introduction

We took the approach that, in order to design the future state of the customer contact experience, it is necessary to analyse the current processes and channels used by customers to access Council services. We broke down each of the Council's four directorates into the service areas in scope under Customer First and performed a number of activities for each area, including:

• Engagement with the Assistant Director of each of the service areas in scope to advise them of the Customer First project and secure their 'buy-in';
• Analysis of the calls received by the Customer Contact Centre under each of the golden numbers;
• A high level process design workshop for each of the service areas;
• Preparation of high level process documentation capturing the key steps in each of the processes and which function performed each step;
• Modelling of current total customer contact volumetrics per service area;
• Validation of the current 'As Is' high level operating customer contact processes with the Heads of Service; and
• Validation of the customer contact future vision

In respect of the high level design workshops, the Head of Service for each in scope service area and senior team members were engaged to discuss and talk the team through their current customer facing processes and describe what their future vision of the service is.

Overview of Approach

In Scope Service Areas

A number of service areas under Central Bedfordshire Council's four directorates were analysed. These service areas were chosen due to the large number of customer contacts they receive. The in scope service areas are as follows:

Sustainable Communities:	Children's Services:	Social Care, Health and Housing:	Corporate Services
•Planning •Building Control •Highways •School Transport •Waste •Leisure •Adult Skills and Community Learning	• Web Based Commissioning	• Housing • Blue Badges	• General Enquiries • Concessionary Bus Passes • Council Tax, Benefits and Free School Meals

The output of the high level design workshops is a suite of high level 'rich pictures' which illustrate and capture both the current 'As Is' customer service delivery processes and the future 'To Be' visions. These were colour coded so that it can be easily identified which function currently performs each step in the process and where it is envisioned it will shift to in the future vision.

4. Validation of the Baseline – the 'As Is' Analysis
Overview of Approach

High Level Design Overview

Each process was broken down into a logical standard process flow, consistent across all service areas, which enabled the Customer First team to develop a 'rich picture' of the customer experience. The four process flow areas are as follows:

• Initial Customer Contact
• Assess and Decide
• Billing and Payment
• Service Delivery

Likewise, each step of the process was colour coded to clearly show which function performs each step. The key for the colour coding is as follows:

Customer Services	Front Office Customer Service Centre
Front Line Delivery	Delivery team on the ground delivering Council's services to customer
Service Support	Back Office Service Admin and Support
Self Serve	Customer using self-service channel / Automated process as a result of customer self service
The Core	Corporate service support (Finance, HR, etc)
3rd Party System	External System (National system implemented by Central Government)

4. Validation of the Baseline – the 'As Is' Analysis
Overview of Approach

Customer Contact Channel Overview

There are currently multiple channels available for customers to use when contacting Central Bedfordshire Council. Using the same colour coding key as the high level design process flows, these channels are summarised in the following diagram:
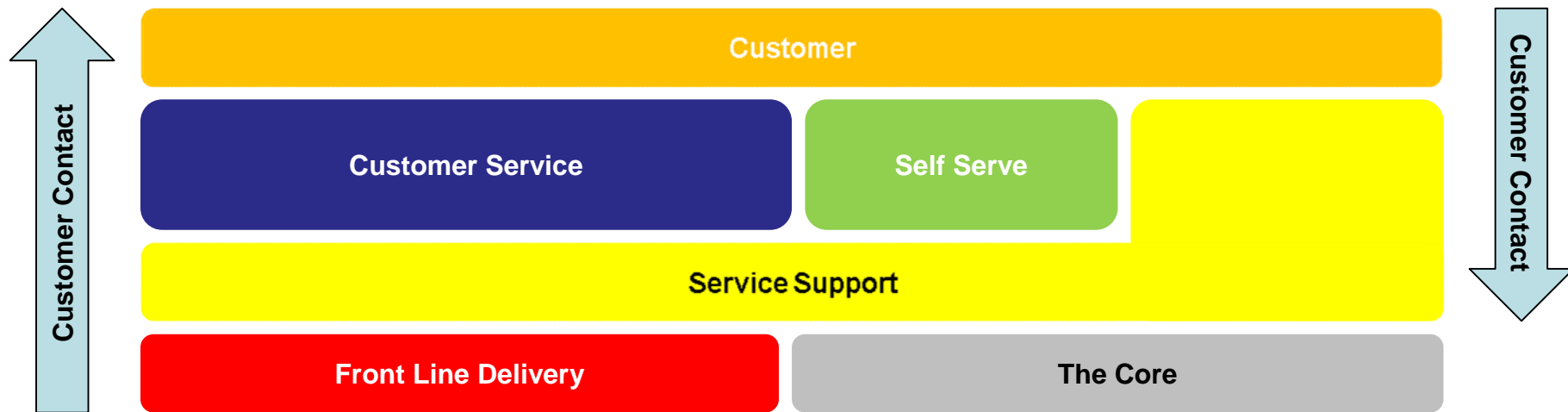
Customers are currently able to contact the Council via the Contact Centre (Customer Service), online via the internet (Self Service), using a third party system (Planning Portal, Submit-A-Plan, etc) and direct contact to the back office (Service Support). Likewise, the Council currently uses multiple channels to communicate to customers, with the addition of contact from the front line delivery team (contractor or in-house delivery team) and corporate services such as HR, Finance, etc (The Core). Our approach to this phase was to analyse the incoming customer contact processes.

4. Validation of the Baseline – the 'As Is' Analysis
Overview of Approach

Analysis of customer contacts has found that the service areas in scope of Customer First receive approximately 782,055 contacts across all channels per annum. This is broken down as follows:

Current Contact Volumes	
	Volume
Sustainable Communities	250,789
Corporate Services	487,452
Children's Services	0
Social Care, Health and Housing	129,802
Total Contacts	**868,044**

Total Customer Contacts

- Sustainable Communities
- Corporate Services
- Children's Services
- Social Care, Health and Housing
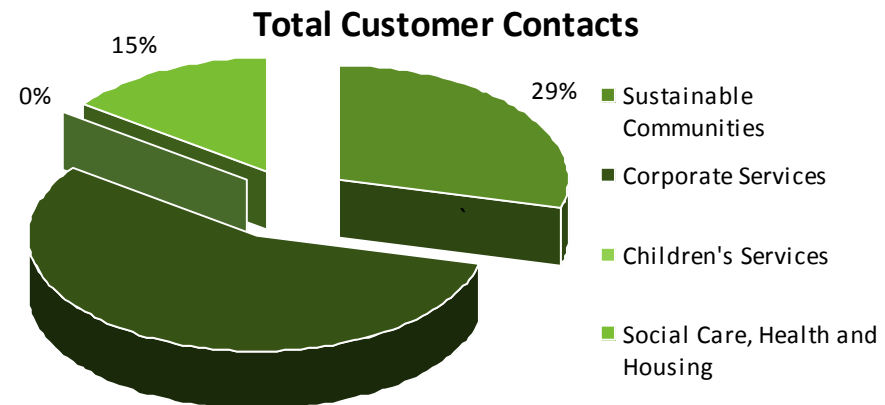
These customer contacts were made through 4 main customer contact channels, namely:

- Via the Customer Contact Centre
- Directly with service area
- Face-to-Face
- Via the Council's website

The following slides detail and analyse the current 'As Is' processes and access channels for each of the customer facing processes under the service areas in scope.

Sustainable Communities

- Planning
- Building Control
- Highways
- School Transport
- Waste
- Leisure
- Adult Skills and Community Learning

4. Validation of the Baseline – the 'As Is' Analysis
Sustainable Communities

Introduction to Sustainable Communities

The Sustainable Communities directorate service areas within Customer First scope are:

• Building Control
• Planning
• Highways
• Schools Transport
• Waste
• Leisure
• Adult Skills and Community Learning

These service areas were selected for the initial phase of Customer First as they receive a large volume of customer contact through multiple channels. Therefore, our first objective was to identify the access channels customers currently use when contacting Central Bedfordshire Council in respect of one of the above services and quantify volumes per channel. This was achieved by conducting a high level design workshop with the head of service for each service area and senior team members and performing a desktop review of the contact volumes via the various customer access channels.

Sustainable Communities

Customer Contact Analysis

Central Bedfordshire Council currently receive approximately 242,650 customer contacts per annum in respect of in scope service areas under Sustainable Communities. The following tables provide a breakdown of the total volumes of customer contact during the last 12 months for these service areas per current access channel option.

Contact Centre Volumes			
	Volume	AHT	Total Time
Golden Numbers	21,294	184	3,440,338
Secondary Lines	77,281	215	25,935,197
General Enquiries	33,661	215	9,828,646
Emails	24,003		0
Total Contacts	156,239	251	39,204,181

Back Office Volumes			
	Volume	AHT	Total Time
Direct Dials	29,511	194	5,841,456
Direct Dials - LB Theatre	9,687	70	682,314
Named Officer Requests	21,099	186	5,028,141
Other Contact Centre	19,393	20	20,509
Total	79,689	145	11,572,421

Face-to-Face			
	Volume	AHT	Total Time
Face-to-Face Contacts	2,911	566	1,745,713

Website	
	Volume
Eforms Submitted Online	3,811
Online Payments	0

*AHT = average handling time

*Total time in minutes

Sustainable Communities

As can be seen in the following diagram, 64% of initial customer contacts with service areas under Sustainable Communities are made via the Customer Contact Centre with the next biggest access channel being calls made or passed to the back office for action with 33% of contacts. Of the customer contacts received by the back office, 51% of these came through the Call Centre. As a result, these contacts will in effect have a double handling cost as they are passed from the front office to the back office without resolving the issue at the first point of contact. This is due to the fact that the service agent has attempted to resolve the query at the first point of contact and spent time dealing with the customer before passing the customer to the back office to resolve the issue.

Sustainable Communities Customer Contact Volumes (% of total)
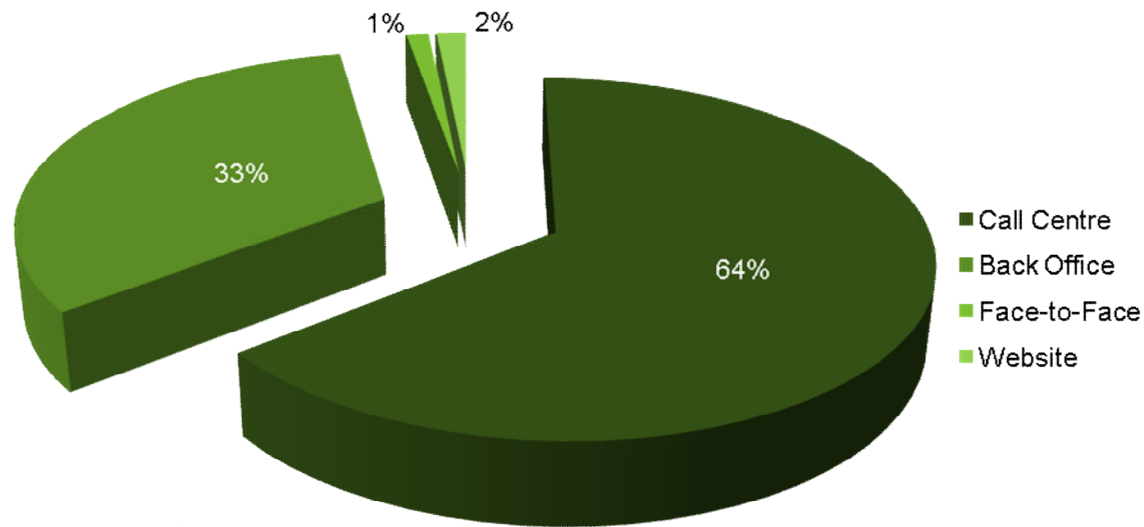
Legend:
- Call Centre
- Back Office
- Face-to-Face
- Website

Sustainable Communities – Planning

Planning Overview

Planning accounts for circa 20% of the total number of customer contacts under Sustainable Communities. During the high level design workshops, it was determined that the key customer contact processes under planning are:

•Pre-Planning Advice
•New Planning Applications (Processes which all applications follow irrespective of the channel through which they are received)

The Planning Team currently handle approximately 48,000 customer contacts a year. These are received through multiple channels, as shown in the following diagram:
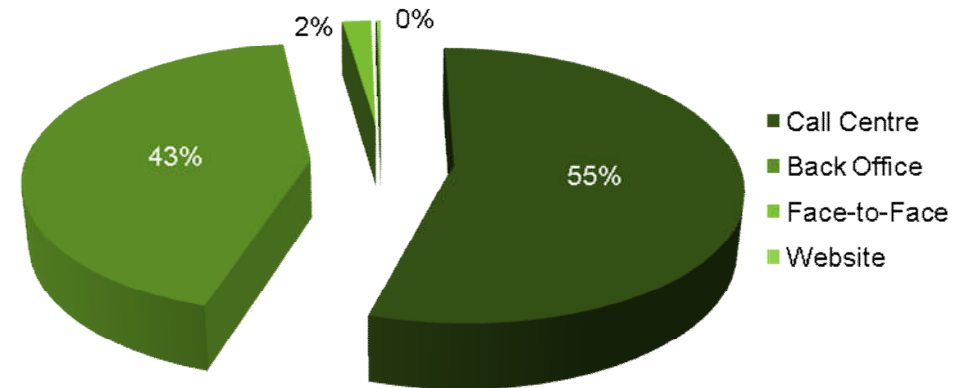
With 43% of customer contact received in the back office, this tells us that there is a significant opportunity to make cost savings if more customers can be encouraged to contact the customer contact centre in respect of planning.

The following rich pictures document the 'As Is' Planning customer facing processes.

Sustainable Communities – Planning

Current State

Initial Customer Contact		
	1.1 Enquiry Handling	Calls into Customer services– will be passed to back office in most cases
	1.2 Requests / Applications	Detailed advice requests made via phone or post to back office
	1.3 Managing Appointments	Planner organise workload and appointments

Assess & Decide		
	2.1 Eligibility	Manual review of site location on application
	2.2 Assessment	Planner reviews and determines response
	2.3 Approval	Response taken senior planner to approve before issue

Billing and Payment		
	3.1 Billing	Online calculator or back office team member advises of cost
	3.2 Payment	Pay by phone, cheque or cash. Manual check for payment before action

Pre-Planning Application Process Overview

• Queries are received both in the customer contact centre and by service support. Those received in the customer contact centre are normally transferred to the service support.

• Customer contact centre staff do not have the skills or knowledge to provide advice on planning.

• Pre-planning applications for advice are dealt with directly by the service support team.

• All advice is manually reviewed and checked before being issued to the applicant.

• This is a paid for service. A cost of advice can be made online via an online calculator or it is provided by service support upon request.

• Payment cannot be made online.

• Manual checks are made to ensure payment is received before advice is provided.

This is an example, As-is analysis is available for all processes in Appendix II

4. Validation of the Baseline – the 'As Is' Analysis
Sustainable Communities – Building Control

Building Control Overview

Building Control accounts for circa 6% of the total number of customer contacts under Sustainable Communities. The key customer contact processes under Building Control are as follows:

•New Building Control Application
•Reporting an Issue

The Building Control Team currently handle approximately 13,310 customer contacts per annum via multiple access channels, as shown in the following diagram:
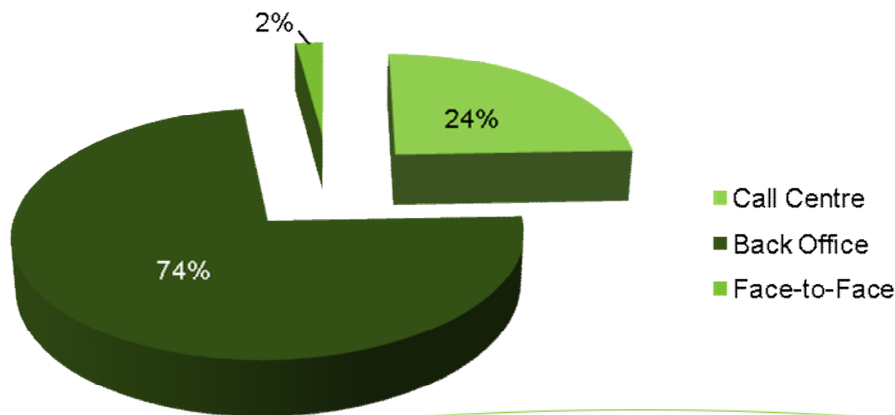
Currently no building control applications can be completed via an online application form on the Central Bedfordshire Council website. Similarly, no fault reports for Building Control can be submitted online.

Due to the significant number of calls received in the back office, around 87% (8,530) are the result of a call to a direct line. Given the cost of receiving calls in the back office compared to the equivalent cost in the customer contact centre, this tells us that there is considerable scope for cost reduction if customers can be encouraged to call the customer contact centre at the first point of contact.

In addition, the introduction of online capabilities can help reduce cost, in particular around the areas of submitting a fault report or submitting a building control planning application.

Sustainable Communities – Building Control

Current State

Initial Customer Contact	1.1 Enquiry Handling	Calls into Customer services– will be passed to back office in most cases
	1.2 Requests / Applications	Applications may be submitted via the Submit-a-plan/BC online or via post
	1.3 Managing Appointments	Surveyors organise workload and site visits

Assess & Decide	2.1 Eligibility	Check that property is in CBC
	2.2 Assessment	Surveyors complete site visits and assess application
	2.3 Approval	Surveyors write report and send recommendations

Billing and Payment	3.1 Billing	
	3.2 Payment	Payment may be made by cheque, by card via CS, or via planning portal

Building Control Application Process Overview

•Queries in respect of a building control application are currently received by the customer contact centre. If the call agent cannot resolve the query at the first point of contact it is passed to the building control team.

•Applications are primarily made via paper application. Submit-A-Plan and BC Online allow customers to submit a plan online.

•Applications received via paper and Submit-A-Plan must be manually uploaded into Acolaid. Applications received via BC online can be uploaded into Acolaid as an XML file.

•Surveyors manually organise their schedule via a central diary.

•All surveys are manually completed onsite and a report is prepared back at the Council offices.

•Payment can currently be made by card through the customer contact centre or via the online portal.

This is an example, As-is analysis is available for all processes in Appendix II

Sustainable Communities – Highways

Highways Overview

Highways receives the third most customer contacts in the Sustainable Communities directorate with circa 17% of customer contacts. This equates to 42,332 customer contacts a year across all 4 access channels. The key customer contact processes under Highways are:

• Unplanned works (responding to fault reports)
• Request a service

The large majority of customers, approximately 34,106 customers, contact the Customer Contact Centre to report a highways related issue or apply for a highways related service. This accounts for over 80% of all customer contacts. Highways is one of the few service areas within Central Bedfordshire Council which currently uses eForms on the Council's website. Less than 3% of highways related contacts are made via eForm. This low number reflects the inadequate approach to our eForms.

The following diagram shows a breakdown of customer contacts in respect of Highways across all channels:
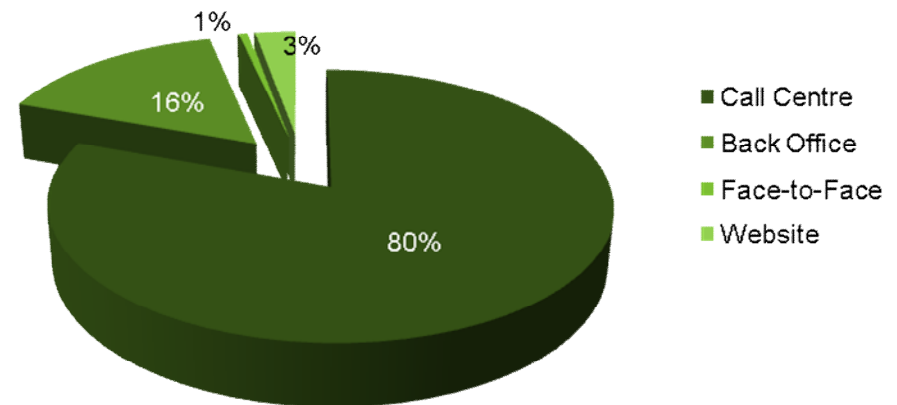
Of the customers that contact the customer contact centre, 36% do so via email (12,344). Contacts submitted by email have to be manually keyed into Acolaid before they can be actioned. This tells us that cost savings can be achieved through the use of better eForms which populate Acolaid directly instead of free text emails which require manual intervention.

Sustainable Communities – Highways

Current State

Initial Customer Contact		
	1.1 Enquiry Handling	Phone / F2F / Email
	1.2 Requests / Applications	Phone / F2F / Email / eForm
	1.3 Managing Appointments	Amey

Assess & Decide		
	2.1 Eligibility	Manual check
	2.2 Assessment	
	2.3 Approval	Site visit by Amey

Billing and Payment		
	3.1 Billing	
	3.2 Payment	
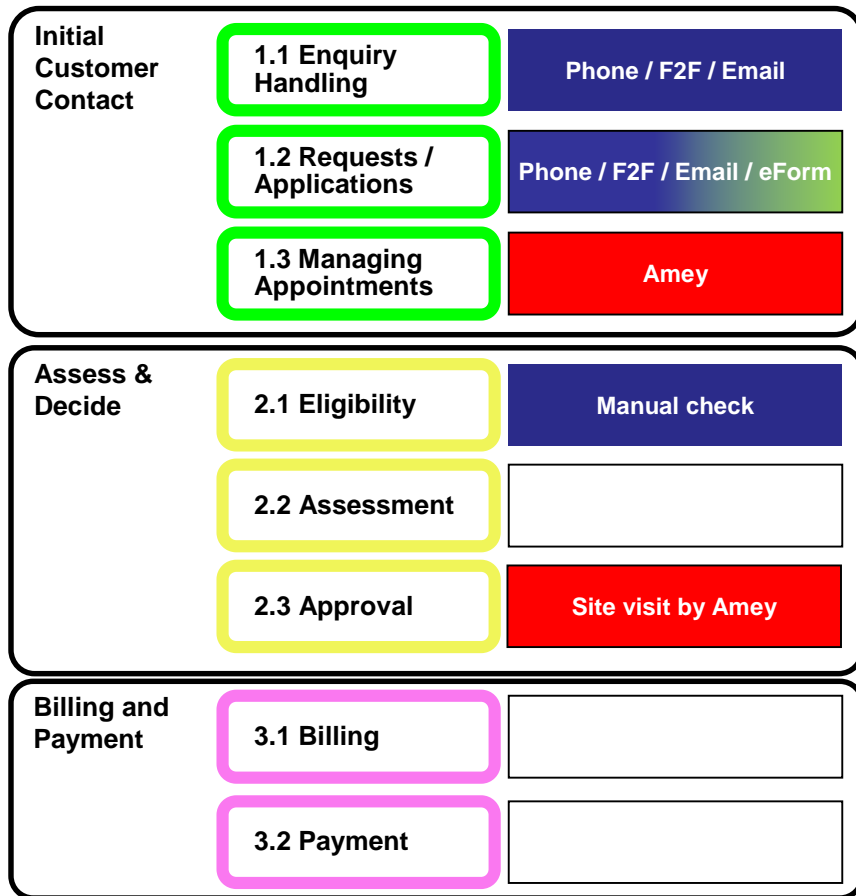
Unplanned Works Process Overview

•The customer contact centre is the first point of contact for all highways related queries.

•All highways fault reports are received and managed by the customer contact centre.

•Fault reports can be received either through contacting the Council directly or via self service eForms, which are on the Central Bedfordshire Council website in the Highways section.

•At present, all fault reports are manually checked to determine if they fall under the Council's remit. This check is whether they are within the Councils boundaries and/or whether they are on private land.

•The contractor is responsible for responding to all fault reports.

•The contractor is responsible for contacting and liaising with the customer who reported the fault if more information is required.

This is an example, As-is analysis is available for all processes in Appendix II

Sustainable Communities – Schools Transport

Schools Transport Overview

The Schools Transport team receive approximately 7,000 customer contacts per annum which equates to circa 3% of the customer contacts to Sustainable Communities. The key customer facing processes under Schools Transport are:

• Mainstream Application
• SEN/Medical Application
• P16 Application
• Replacement Bus Pass
• Payment for Non-Eligible Children
• Renewals
• Change of Circumstance
• Report an Issue
• Tracking an Application

Almost 75% of all Schools Transport customer contacts are received by the customer contact centre. However, the majority of these are passed to the Schools Transport service support team to resolve. Almost all of the remaining 25% are made to the Schools Transport service support team directly.

It was discovered during the workshop that paper applications for schools transport are received from the schools by the back office service support team. Service support are then required to manually key these applications into a number of databases.

The use of technology, such as eForms, can eliminate this step in the process and, therefore, can lead to cost savings.

4. Validation of the Baseline – the 'As Is' Analysis
Sustainable Communities – Schools Transport

Current State

Initial Customer Contact		
1.1 Enquiry Handling	Queries are received by phone / email / F2F or Post	
1.2 Requests / Applications	Excel spreadsheet downloaded from Tribal	
1.3 Managing Appointments		

Assess & Decide		
2.1 Eligibility	Schools Transport Team checks age and that child lives in Council area	
2.2 Assessment	Check for road safety issues and distance to nearest school gate	
2.3 Approval	Manually add to Schools Transport Database	

Billing and Payment		
3.1 Billing	Client Transport Team raise PO for Children's Team	
3.2 Payment	Children's Team pay Transport Team	

Service Delivery		
4.1 Council Service Delivery	Client Transport Team add child's details to Routewise and allocate transport	
4.2 Outsourced Service Delivery		

Mainstream Application Process Overview

• Schools Transport related queries are dealt with by the back office service support team.

• Mainstream applications are received via a download from Tribal. Schools submit details of their new pupil intake to Central Bedfordshire Council New Admissions team who manually add the details to Tribal. The Schools Transport Team then download these details from Tribal.

• All new admission applications are manually reviewed for eligibility for the service and assessed to determine if the pupil meets the criteria for the service.

• The Schools Transport Team pass details of the new pupils eligible for the service to the Transport Team who add the pupil to their database.

• The Client Transport Team bill the Schools Transport Team for the service.

• The Client Transport Team is responsible for delivering the service to the pupils.

This is an example, As-is analysis is available for all processes in Appendix II

Central Bedfordshire Council

Sustainable Communities – Waste

Waste Overview

Central Bedfordshire Council receive approximately 112,080 customer contacts a year in respect of waste. This accounts for circa 46% of Sustainable Communities customer contacts and is the largest customer service area under this directorate. The key customer facing processes under Waste are:

•Request a Service
•Report a Problem
•Household Waste Recycling Permit Application

It should be noted that while there are only 3 customer processes, these processes cover all aspects of waste. For example, report a problem includes:

•Fly Tipping
•Missed Bin Collection
•Dog fouling
•Street Clean

Multiple customer contact channels are available for customers wishing to contact the council in respect of a waste issue. The majority, circa 77%, are dealt with by the customer contact centre. Circa 20% are either passed to the back office service support team if the issue cannot be resolved or have been the result of a direct contact from the customer to the back office. A breakdown of waste customer contact by channel is provided below:

Customer Contact Volumes per Channel		
Call Centre	86,318	77.01%
Back Office	22,126	19.74%
Face-to-Face	1,207	1.08%
Website	2,429	2.17%
Total	*112,080*	100%

The sheer volume of contacts to the customer contact centre tells us that cost savings can be achieved if customers can be encouraged to self serve online.

Sustainable Communities – Waste

Current State

Initial Customer Contact	1.1 Enquiry Handling	Phone / F2F / Email
	1.2 Requests / Applications	Phone / F2F / Email
	1.3 Managing Appointments	Biffa

Assess & Decide	2.1 Eligibility	Phone / F2F / Email
	2.2 Assessment	Phone / F2F / Email
	2.3 Approval	Phone / F2F / Email

| Billing and Payment | 3.1 Billing | |
| | 3.2 Payment | Phone / F2F / Email |

Request a Service Process Overview

- All waste requests for service and queries are received by the customer contact centre.

- All assessments for service delivery and approval is managed by the customer contact centre. This is a manual process performed by the call centre agent.

- Managing appointments with customers is performed by the contractor.

- There is no online facility for payment.

- Payment is processed by the customer contact centre.

- Service delivery is managed by the contractor.

This is an example, As-is analysis is available for all processes in Appendix II

Sustainable Communities – Leisure

Leisure Overview

Leisure is one of the smaller customer contact areas with circa 5% of Sustainable Communities contacts. This equates to approximately 12,286 customer contact per annum. The key customer facing processes under Leisure which the Customer First team analysed are:

- Theatre Bookings
- Non-Leisure Centre Bookings

The majority of Leisure customer contacts are dealt with by the back office service support. Around 93% of all contacts are received by back office support. Of this, circa 85% are calls to Leighton Buzzard theatre. Only 839 (7%) of customer contacts are made with the customer call centre. The chart opposite breaks down the current customer contacts with Central Bedfordshire Council in respect of Leisure:
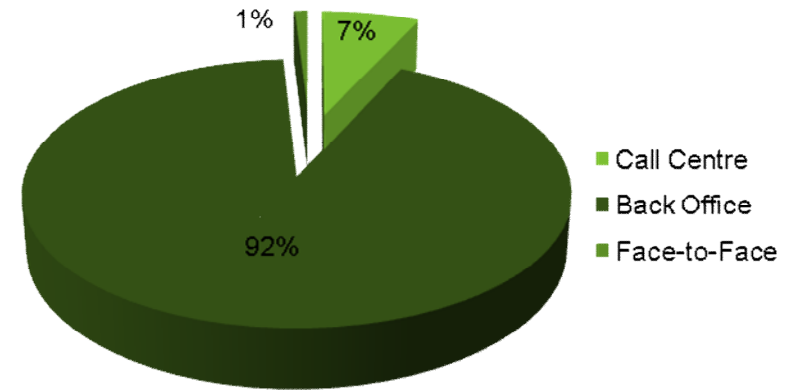
As can be seen, the majority of customer contact in respect of Leisure is with the back office with approximately 11,328 contacts per annum. Further analysis of this figure shows that of this figure, circa 86% is with the Leighton Buzzard Theatre. This is primarily the booking of tickets.

This tells us that moving this operation towards online self service or into the customer contact centre can lead to considerable cost savings.

4. Validation of the Baseline – the 'As Is' Analysis
Sustainable Communities – Leisure

Current State

Initial Customer Contact	1.1 Enquiry Handling	Phone / F2F / Email
	1.2 Requests / Applications	Phone / F2F / Email
	1.3 Managing Appointments	

Assess & Decide	2.1 Eligibility	
	2.2 Assessment	
	2.3 Approval	

| Billing and Payment | 3.1 Billing | |
| | 3.2 Payment | Payments taken over the phone, cheque or cash |

Theatre Bookings Process Overview

• The majority of theatre bookings and queries are dealt with by the Leisure service support team based at Leighton Buzzard Theatre.

• Ticket bookings can be made by phone, in person or by email.

• There is currently no online booking system.

• There is currently no online payment system.

• Payment is made by cheque, by phone or cash.

This is an example, As-is analysis is available for all processes in Appendix II

Sustainable Communities – Adult Skills and Community Learning

Adult Skills and Community Learning Overview

Adult Skills and Community Learning accounts for approximately 7,601, or circa 3%, of Sustainable Communities customer contacts a year. Again, the majority of these are contacts made directly to the back office service support team which account for circa 96% of the total number of contacts (7,330). The only customer facing process under Adult Skills and Community Learning which was analysed as part of Customer First was the Adult Skills Booking process.

Of customer contacts made to the customer contact centre, all 115 are made via the Adult Skills and Community Learning 'golden number'. All contact made with the service support team are made through direct dial numbers.

The fact that so many customer contacts are received and dealt with by the back office service support tells us that by moving this service towards online self service or into the customer contact the Council can make cost savings in the back office while not having any impact upon the quality of service delivery.

4. Validation of the Baseline – the 'As Is' Analysis
Sustainable Communities – Adult Skills and Community Learning

Current State

Initial Customer Contact	1.1 Enquiry Handling	Customers find details of courses online, by leaflets or through back office
	1.2 Requests / Applications	Back Office advise further details of courses and take details of applicant
	1.3 Managing Appointments	Back Office manage all appointments manually

Assess & Decide	2.1 Eligibility	Back Office take details of applicant and skills level
	2.2 Assessment	Back Office organise interview or Moodle assessment
	2.3 Approval	Back office assess results of interview or assessment

| Billing and Payment | 3.1 Billing | |
| | 3.2 Payment | Back office take card details or bank cheque |

Adult Skills Bookings Process Overview

•There is a considerable amount of information available online to inform customers who have a query in respect of adult skills and community learning.

•In addition, customers can contact the service support back office for information.

•The back office service support team manage all other steps in the booking process.

•This includes making appointments with customers to discuss their applications, checking for customer eligibility to complete a course and assessing whether they meet the criteria to attend a course.

•The back office service support team make all decisions in respect of approving or declining applications.

•There are currently no online payment facilities for Adult Skills and Community Learning.

•Payment can currently be made via the service support team by credit card, debit card or cheque.

This is an example, As-is analysis is available for all processes in Appendix II

Children's Services

- Web Based Commissioning

Children's Services – Web Based Commissioning

Current State

Initial Customer Contact	1.1 Enquiry Handling	All information online. There are a few phone queries
	1.2 Requests / Applications	Most applications are already made online
	1.3 Managing Appointments	

Assess & Decide	2.1 Eligibility	Performed manually by Service Support
	2.2 Assessment	F2F assessment of child ability to play an instrument
	2.3 Approval	F2Fat the end of the assessment. Notice given to parent

| Billing and Payment | 3.1 Billing | |
| | 3.2 Payment | Payment is made by cheque |

Application for Web Based Commissioning process overview

• Applications can be completed online.

• A small number of paper applications can still be submitted. These are dealt with by service support.

• The Music website is an external website which is linked to the Central Bedfordshire Council website. The customer is unaware this is an external website.

• All applications are manually assessed by service support.

• There is no online payment function.

• Payment is received by cheque and processed by service support.

This is an example, As-is analysis is available for all processes in Appendix II

Social Care, Health and Housing

- Housing
- Blue Badges

Social Care, Health and Housing

Introduction to Social Care, Health and Housing

The Social Care, Health and Housing directorate service areas within Customer First scope are:

- Housing
- Blue Badges

These service areas were selected for the initial phase of Customer First for a number of reasons. Firstly, as with other service areas that have been analysed in Customer First, they receive a large volume of customer contacts. The service areas in Social Care, Health and Housing within scope of Customer First receive approximately 109,383 customer contacts per annum.

Housing was also chosen because of the volume of customer contacts it receives in the back office service support function. Given the high cost of receiving and dealing with customer contacts to the back office, it is believed that considerable efficiencies can be gained through moving some of these services to the front office customer contact centre or customer self service.

Blue Badges already has an online service. Therefore, it makes commercial sense to encourage customer to avail themselves of this service rather that contacting the Council. Through changing the habits of customer, the Council can make efficiency savings.

4. Validation of the Baseline – the 'As Is' Analysis
Social Care, Health and Housing

As with the other service areas, in order to validate the baseline customer contact figures for Social Care, Health and Housing, a comprehensive desktop analysis of current customer contacts volumes per channel per service area was performed. High level design workshops were also conducted with the head of service and senior team members of both service areas in order to understand the current 'As Is' processes and identify what function areas perform each step in the customer facing processes.

Customer Contact Analysis

Central Bedfordshire Council currently receive approximately 109,383 customer contacts per annum in respect of in scope Social Care, Health and Housing service areas. The following tables provide a breakdown of the total volumes of customer contact during the last 12 months for these service areas per current access channel option.

Contact Centre Volumes			
	Volume	AHT	Total Time
Golden Numbers	4,093	246	882,261
Secondary Lines	21,044	299	5,607,108
General Enquiries	20,408	295	5,087,758
Emails	2,993		
Total Contacts	**48,538**	**239**	**11,577,127**

Face-to-Face			
	Volume	AHT	Total Time
Face-to-Face Contacts	7,602	670	5,866,196

Back Office Volumes			
	Volume	AHT	Total Time
Direct Dials	35,001	218	7,641,789
Named Officer Requests	12,791	229	2,925,497
Other Contact Centre	5,074	161	815,394
Total	**52,866**	**215**	**11,382,680**

Website	
	Volume
Eforms Submitted Online	377
Online Payments	0

*AHT = average handling time

*Total time in minutes

Social Care, Health and Housing

As can be seen in the following diagram, the back office service support function receives the most customer contact with circa 48% of Social Care, Health and Housing customer contacts. This includes calls made to direct lines in the back office and calls passed from the customer contact centre which cannot be resolved at the initial point of contact. The largest number of customer calls per annum are made in respect of housing. This accounts for approximately 28,758 customer contacts or circa 54% of calls to the back office service support team. Only approximately 90 calls are direct dial calls, which accounts for less than 1% of the contacts to the back office.

The customer contact centre receive circa 45% of customer contacts of which only circa 8% (4,093) are made through the Social Care, Health and Housing 'golden number'.

Social Care, Health and Housing Contact Volumes by Channel (% of total)

Legend:
- Call Centre
- Back Office
- Face-to-Face
- Website
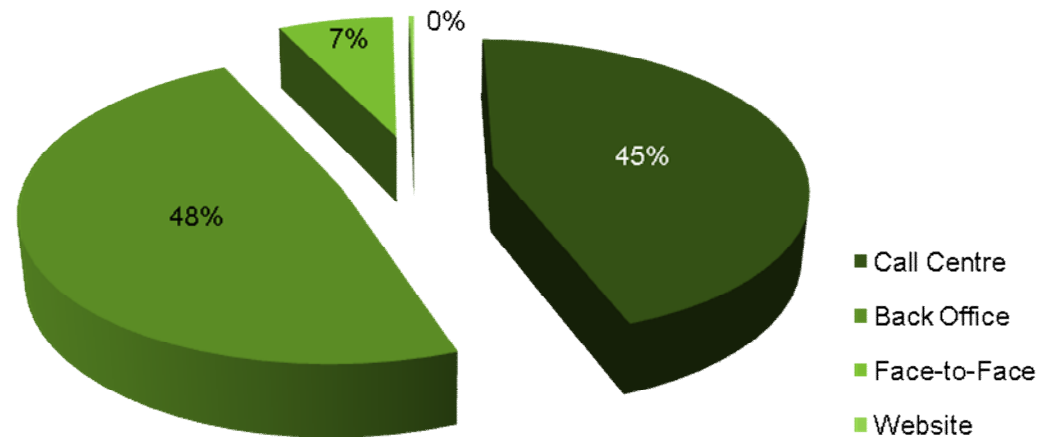
Social Care, Health and Housing

Given that only two Social Care, Health and Housing service areas are within scope of Customer First, it is not surprising to find that Housing accounts for the largest number of contacts with circa 89%. This equates to approximately 97,106 customer contacts per annum.

% of Total Customer Contacts Per Service Area
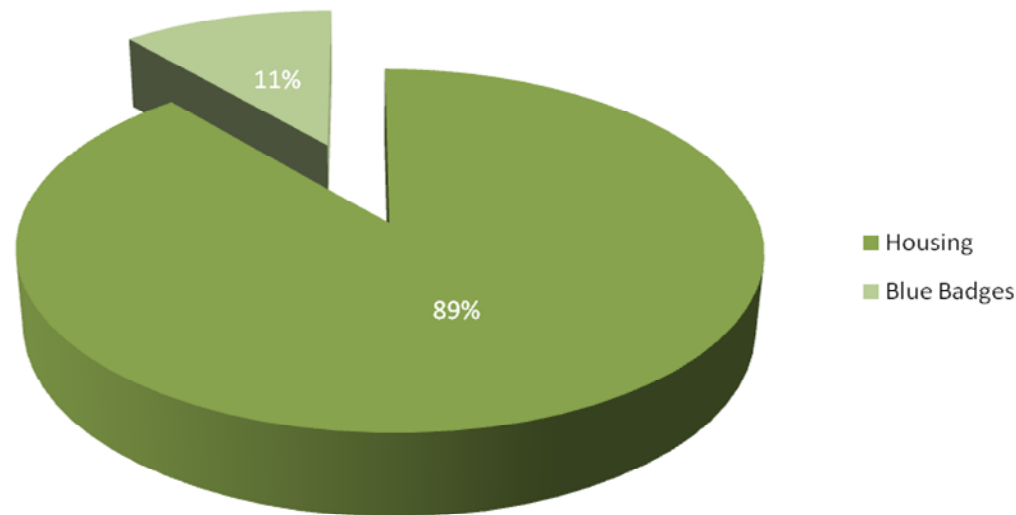
The following slides provide a high level overview of the customer facing processes under each of the Social Care, Health and Housing service areas within scope of Service First.

Social Care, Health and Housing – Housing

Housing Overview

During the high level design workshops, it was determined that the key customer contact processes under Housing are:

•Applications / Change of Circumstance
•Request Repairs
•Homelessness
•Advice

The Housing team receive approximately 97,106 customer contacts per annum. These are received through multiple channels, as shown in the diagram opposite.

As this diagram shows, back office service support receives the largest number of customer contacts with 52% which equates to approximately 50,021 customer contacts per annum.
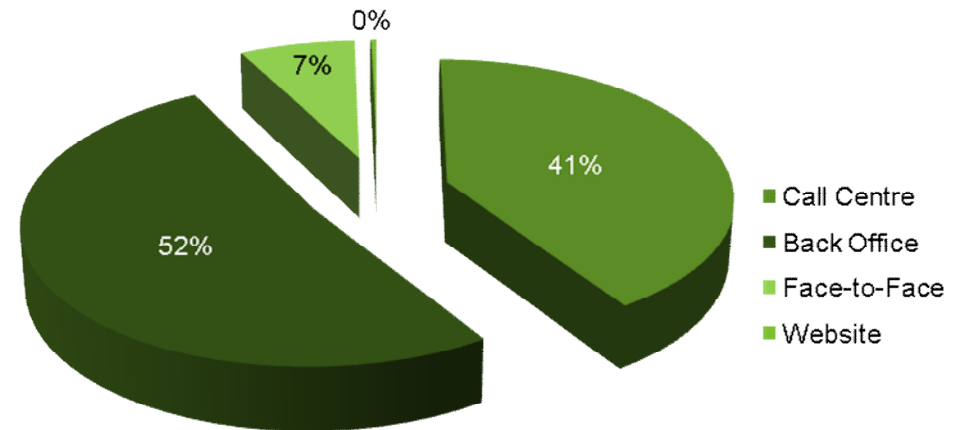
Of contacts received by the customer contact centre, around 10% are received via the Housing 'golden number.

This analysis tells us there is the potential to move a considerable amount of customer contact into either the customer contact centre and / or towards online self service. Both of these channels will enable the Council to realise significant cost saving without compromising customer service.

4. Validation of the Baseline – the 'As Is' Analysis
Social Care, Health and Housing – Housing

Current State

Initial Customer Contact		
1.1 Enquiry Handling	Phone / F2F / Email	
1.2 Requests / Applications	Phone / F2F / Email	
1.3 Managing Appointments		

Assess & Decide		
2.1 Eligibility	Performed manually	
2.2 Assessment	Performed manually	
2.3 Approval	Performed manually	

Billing and Payment		
3.1 Billing		
3.2 Payment		

Applications / Change in Circumstance Process Overview

•All enquiries are received by the back office support service function.

•All applications and reports of a change of circumstance are received by the back office support service.

•Assessments and decisions are made following a manual review of each new application and report of a change of circumstance.

•This end-to-end process is largely manual and performed by the back office service support function.

This is an example, As-is analysis is available for all processes in Appendix II

Social Care, Health and Housing – Blue Badges

Blue Badges Overview

Blue Badges currently account for approximately 12,277 customer contacts per annum. The key customer contact processes under Blue Badges are:

•New Application and Independent Medical Assessment (IMA)
•Renewal Process
•Replacement Process

As the following diagram shows, 73% of Blue Badge contact is made via the front office customer contact centre. This equates to approximately 8,946 customer contacts. Of this volume, circa 3% are received via the Travelling 'golden number'. The majority (circa 59%) are received directly via the Blue Badge contact number. Most queries are resolved at the first point of contact in the customer contact centre.
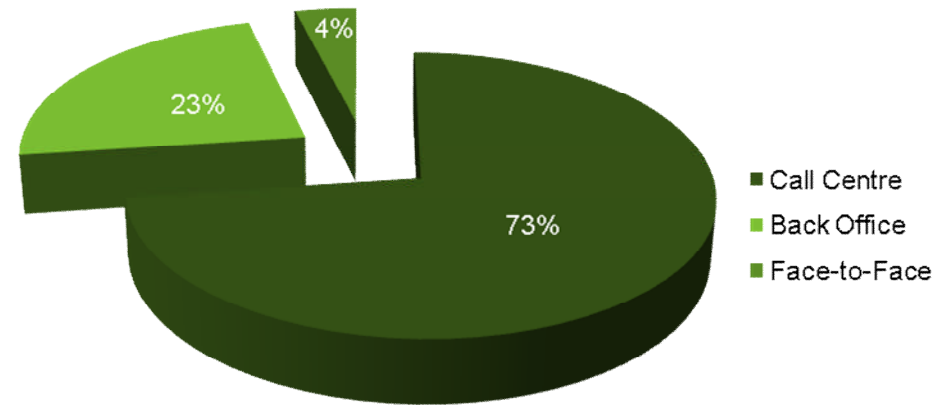
A new Blue Badge national online application system has recently been launched by direct.gov. This is now the only way to apply for a blue badge. If a customer contacts Central Bedfordshire Council to apply for a blue badge, the Council has to use this system.

Therefore, this tells us that by encouraging our customers to apply for a blue badge online, this will reduce the amount of customer contact with the customer contact centre, thereby reducing the need for Council FTEs to deal with blue badge applications.

4. Validation of the Baseline – the 'As Is' Analysis
Social Care, Health and Housing – Blue Badges

Current State

Initial Customer Contact

1.1 Enquiry Handling	Phone / F2F / Website
1.2 Requests / Applications	Phone / Direct.gov
1.3 Managing Appointments	SS send letter to customer who calls CS to confirm

Assess & Decide

2.1 Eligibility	Automated and manual checks performed
2.2 Assessment	Desktop assessment performed manually. Photo and info provided reviewed
2.3 Approval	Performed manually

Billing and Payment

3.1 Billing	
3.2 Payment	Dependent on application and payment method

Service Delivery

4.1 Council Service Delivery	
4.2 Outsourced Service Delivery	Badges produced and IMA carried out by contractors

Application & Independent Medical Assessment Process Overview

• The large majority of enquiries are received by the customer contact centre.

• There is also considerable information on the Central Bedfordshire website to help customer resolve their queries.

• Applications can be made online via direct.gov (BBIS). However, Central Bedfordshire Council still accepts paper applications. This requires the service support function to manually enter the application details into direct.gov.

• If the application is made online via direct.gov, the Council have to manually look up the application in BBIS and then manually re-key the information into SWIFT.

• Payment can also made via direct.gov.

• If an independent medical assessment is required, requests for an appointment are received by the customer contact centre and back office service support directly.

• There is no online appointment booking system.

• All badge production and distribution is performed by an external contractor.

This is an example, As-is analysis is available for all processes in Appendix II

Corporate Services

- General Enquiries
- Concessionary Bus Passes
- Council Tax
- Benefits
- Free School Meals

Corporate Services

Introduction to Corporate Services

The Corporate Services service areas within Customer First scope are:

- General Enquiries
- Concessionary Bus Passes
- Council Tax
- Benefits
- Free Schools Meals

As with the other service areas, these service areas were primarily selected for the initial phase of Customer First due to the large volume of customer contacts they receive. The Corporate Resource service areas in scope of Customer First receive approximately 420,198 customer contacts per annum making it the largest directorate in the project by volume of customer contacts.

In addition, it is envisioned that Corporate Services has considerable potential to be able to move a lot of its service offerings towards digital online self service. However, this is dependent upon the future vision of the service heads aligning with that of the Council and customers expressing a desire to switch how they contact with the Council in respect of these services.

Corporate Services

Customer Contact Analysis

Central Bedfordshire Council currently receives approximately 420,198 customer contacts a year in respect of in scope Corporate Services service areas. The following tables provide a breakdown of the total volumes of customer contact during the last twelve months for these service areas per current access channel option.

Contact Centre Volumes			
	Volume	AHT	Total Time
Golden Numbers	102,436	30%	30,412
Secondary Lines	3,163	346	1,093,388
General Enquiries	236,411	252	59,506,451
Emails	3,016		
Total Contacts	345,026	176	60,630,252

Back Office Volumes			
	Volume	AHT	Total Time
Direct Dials - Cust accounts	3,423	179	612,049
Direct Dials - Remainder	7,294	282	1,395,446
Named Officer Requests	16,813	283	2,966,384
Other Contact Centre	11,618	310	3,027,195
Total	**39,148**	**204**	**8,001,074**

Face-to-Face			
	Volume	AHT	Total Time
Face-to-Face Contacts	35,398	762	26,970,949

Website	
	Volume
Eforms Submitted Online	626
Online Payments	0

*AHT = average handling time

*Total time in minutes

Central Bedfordshire Council

Corporate Services

As can be seen in the following diagram, the front office customer contact centre receives a considerable volume of customer contacts with circa 74% of customer contacts. However, it is also evident that there are considerable customer contacts with both the back office service support (circa 14%) and face-to-face contacts (circa 12%) which are considerably more expensive to service. Very few people use the Council's website for Corporate Services queries, less than circa 1% per annum.

Of the 211,196 customers who contacted the customer contact centre in respect of Corporate Services, almost 50% (102,436) used the Corporate Services 'golden number'.

Corporate Services Customer Contact Volumes (% of total)

- Call Centre 82%
- Back Office 10%
- Face-to-Face 8%
- Website 0%
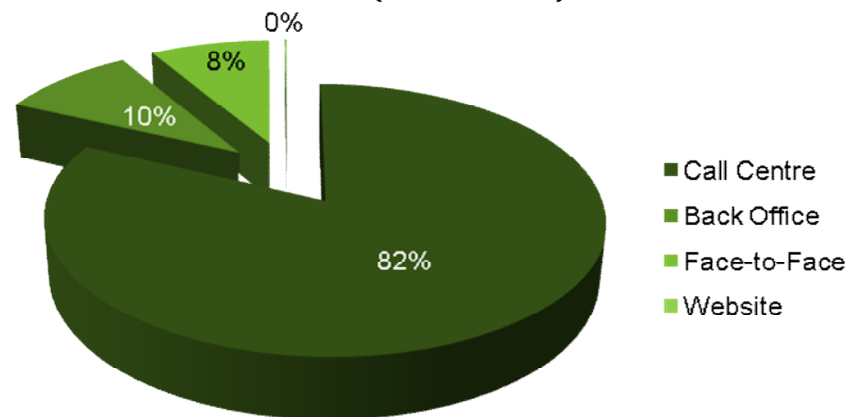
Corporate Services

It is not surprising to find that General Enquiries receives the highest volume of customer contacts under Corporate Services. Central Bedfordshire Council receives approximately 175,375 customer contacts per annum. Council Tax, Benefits and Free Schools Meals gets the second most contact

% of Total Customer Contacts per Service Area
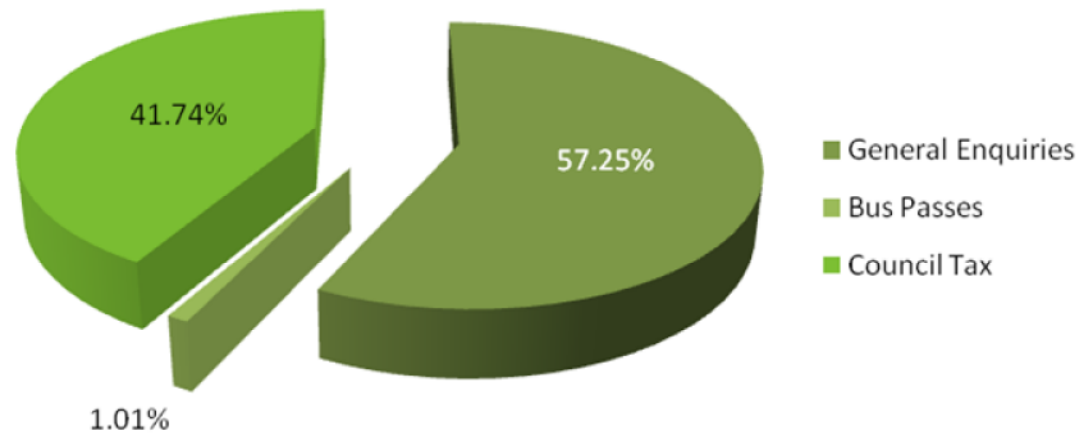
41.74%

57.25%

1.01%

- General Enquiries
- Bus Passes
- Council Tax

The following slides provide a high level overview of the customer facing processes under each of the Corporate Services service areas within scope of Customer First.

Central Bedfordshire Council

Corporate Services – General Enquiries

General Enquiries Overview

Central Bedfordshire Council receives approximately 240,564 customer contacts per annum. Circa 99% of the general enquiries customer contacts come via the front office customer contact centre. General enquiries customer contacts can be classed under four areas, namely:

- General Enquiry
- Internal Enquiry
- Request for a Named Service
- Request for a Named Officer

The table opposite provides a breakdown of general enquiry customer contact volumes.

Contact Centre Volumes		
	Volume	%
General Enquiry	30,351	12.65%
Internal Enquiry	1,912	0.80%
Request for Named Officer	73,845	30.78%
Request for Service Area	133,830	55.78%
Total Contacts	*239,938*	100%

As this table shows, the majority of general enquiry customer contacts are requests for a named officer (circa 31%) and request for a service area (circa 56%).

An innovative use of technology could make this more cost effective. By making the telephone service interactive, customers can use technology to reach their desired officer and / or service area. Again, this will lead to a reduction in cost through the reduced number of call agents dealing with such enquiries.

Corporate Services – General Enquiries

Current State

Initial Customer Contact		
1.1 Enquiry Handling	Email / F2F / Phone / Post	
1.2 Requests / Applications	Email / F2F / Phone / Post	
1.3 Managing Appointments		

Assess & Decide		
2.1 Eligibility	Email / F2F / Phone / Post	
2.2 Assessment		
2.3 Approval		

Billing and Payment		
3.1 Billing		
3.2 Payment	F2F / Phone / Post	
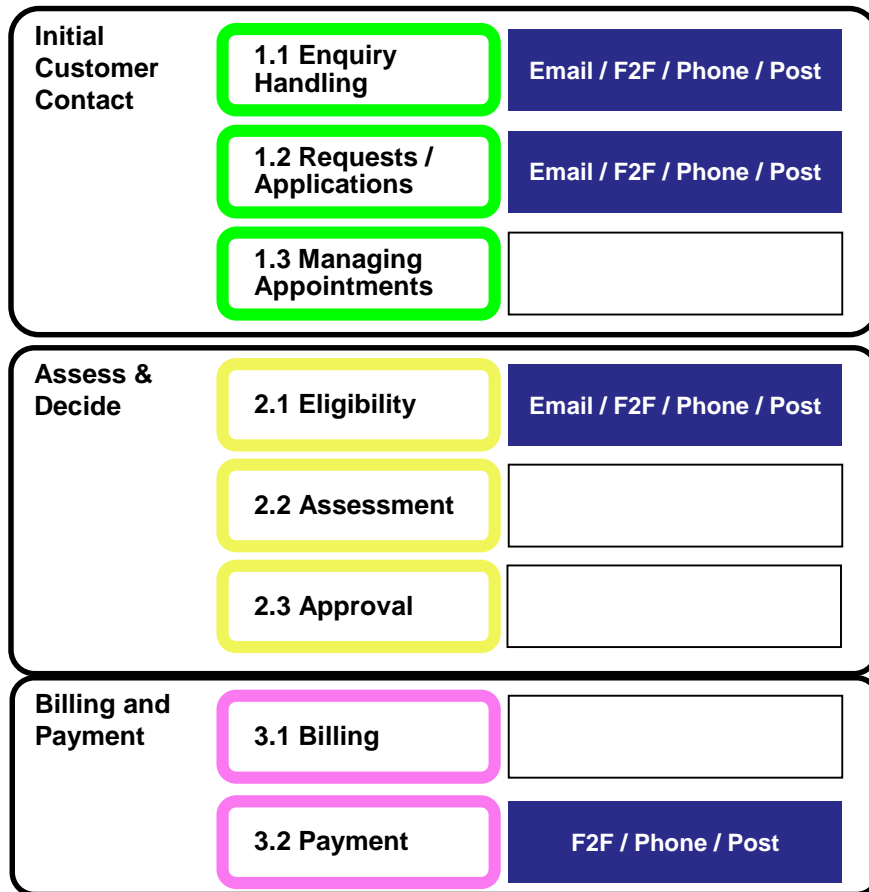
General Enquiries Process Overview

• All general enquiries are received and dealt with by the front office customer contact centre.

• The customer contact centre also deals with applications for a number of service areas.

• When a general enquiry is received, the call agent performs an eligibility check to verify that the customer is calling for a Central Bedfordshire Service before proceeding with the call.

• The customer contact centre accepts credit card and debit card for a number of other service areas.

This is an example, As-is analysis is available for all processes in Appendix II

Corporate Services – Concessionary Bus Passes

Concessionary Bus Passes Overview

The Council receive approximately 4,259 customer contacts per annum in respect of concessionary bus passes. Almost 50% of these contacts, approximately 2,049, contacts were face-to-face contacts. The customer contact centre receive approximately 1,237 (circa 29%) of customer contacts.

Customer Services are able to deal with all steps of the process from dealing with general enquiries to processing an application to receiving payment. The following chart illustrates a breakdown by channel of customer contacts in respect of Concessionary Bus Passes.

As can be seen, while being a relatively small service area in terms of customer contacts per annum, as can be seen the majority of customer contacts are made face-to-face (circa 48%). This is the least cost effective channel for customer service.
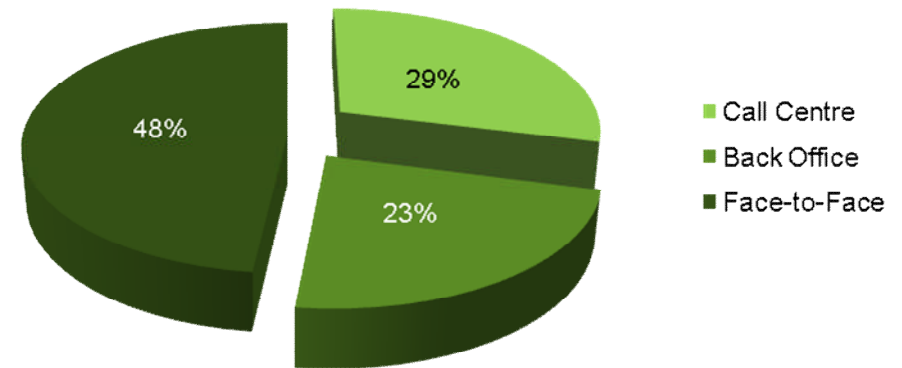
Therefore, by providing customers with an online self service option or by encouraging those who still wish to speak to a Council officer, the Council can realise cost efficiencies through a reduction in the need for staff to meet with customers face-to-face.

4. Validation of the Baseline – the 'As Is' Analysis
Corporate Services – Concessionary Bus Passes

Current State

Initial Customer Contact	1.1 Enquiry Handling	Phone / F2F / Email
	1.2 Requests / Applications	Phone / F2F / Email / Letter
	1.3 Managing Appointments	

Assess & Decide	2.1 Eligibility	CS perform manual eligibility check
	2.2 Assessment	CS perform assessment to ensure applicant meets criteria
	2.3 Approval	

| Billing and Payment | 3.1 Billing | |
| | 3.2 Payment | Phone / F2F |
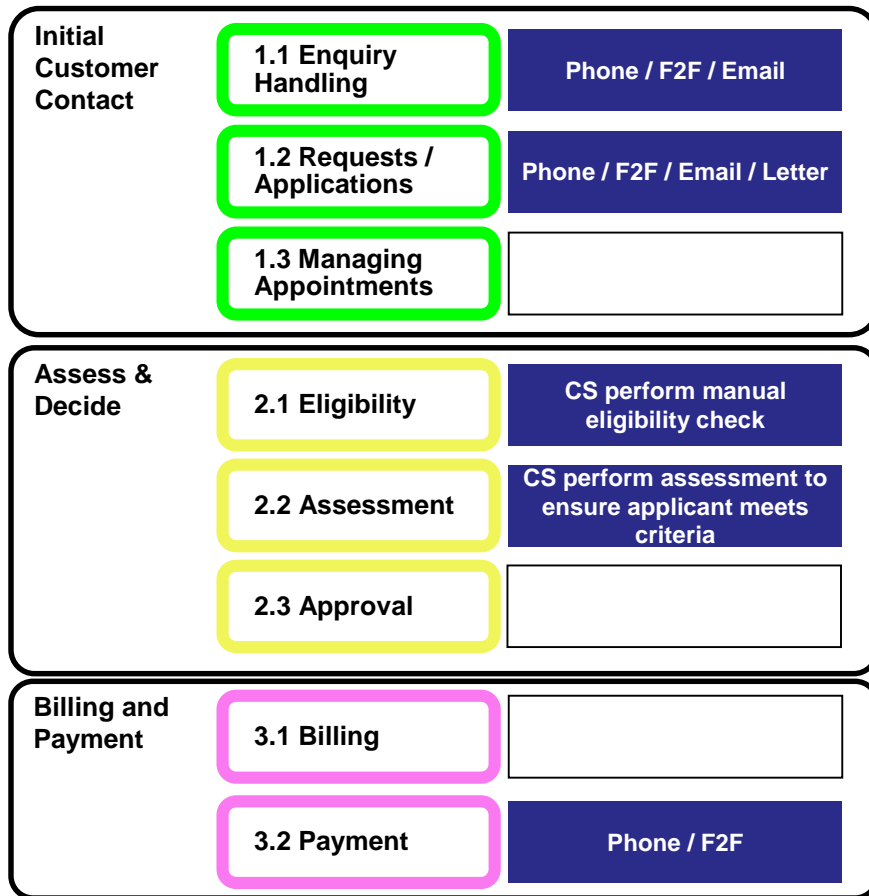
Applications / Renewal / Lost or Damaged Process Overview

- The customer contact centre receives all customer enquiries in respect of concessionary bus passes.

- Applications for concessionary bus passes are also received by the customer contact centre. This includes requests for application forms which are sent out to customers by call agents if required. Application forms can also be downloaded from the Central Bedfordshire Council website.

- The customer contact centre process all applications forms. This includes checking the eligibility of the applicant and verifying that they meet the criteria for receiving a bus pass.

- All payments are received by the customer contact centre. Payment can be made by cheque, debit card or credit card.

This is an example, As-is analysis is available for all processes in Appendix II

Corporate Services – Council Tax, Benefits and Free School Meals

Council Tax, Benefits and Free School Meals Overview

Council Tax, Benefits and Free School meals combined together receive approximately 175,375 customer contacts per annum via all access channels. These service areas receive a significant number of face-to-face customer contacts, approximately 33,349. This equates to circa 19% of the total number of customer contacts. This is significantly more than all other service areas.

The key customer facing processes under Council Tax, Benefits and Free School Meals are as follows:

• Applications
• Change of Circumstance
• Payments
• Overpayments (Council and Customer)
• Check Balance (Council Tax Only)
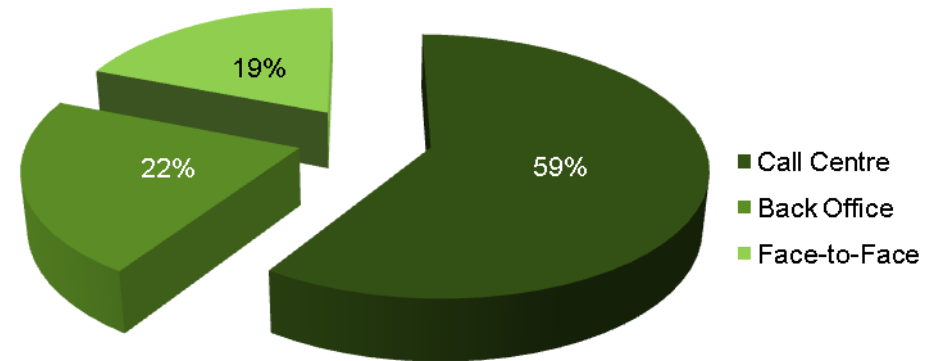
The above chart details a breakdown of the customer access channels. As can be seen, the biggest form of contact is via the customer service centre with around 59% of contacts.

However, these service areas also have considerable customer contact through the back office and face-to-face. The back office service support spends a considerable amount of time keying application forms into Civica. This tells us that through the implementation of online eForms, the service areas can make significant cost reductions while improving customer service, a key objective of Customer First.

Corporate Services – Council Tax

Current State

Initial Customer Contact	1.1 Enquiry Handling	Email / Post / website / Phone / F2F
	1.2 Requests / Applications	Phone and Email to CS Letters to OS
	1.3 Managing Appointments	

Assess & Decide	2.1 Eligibility	Performed on Civica
	2.2 Assessment	Performed on Civica
	2.3 Approval	Performed on Civica

| Billing and Payment | 3.1 Billing | A change produces a bill automatically |
| | 3.2 Payment | |
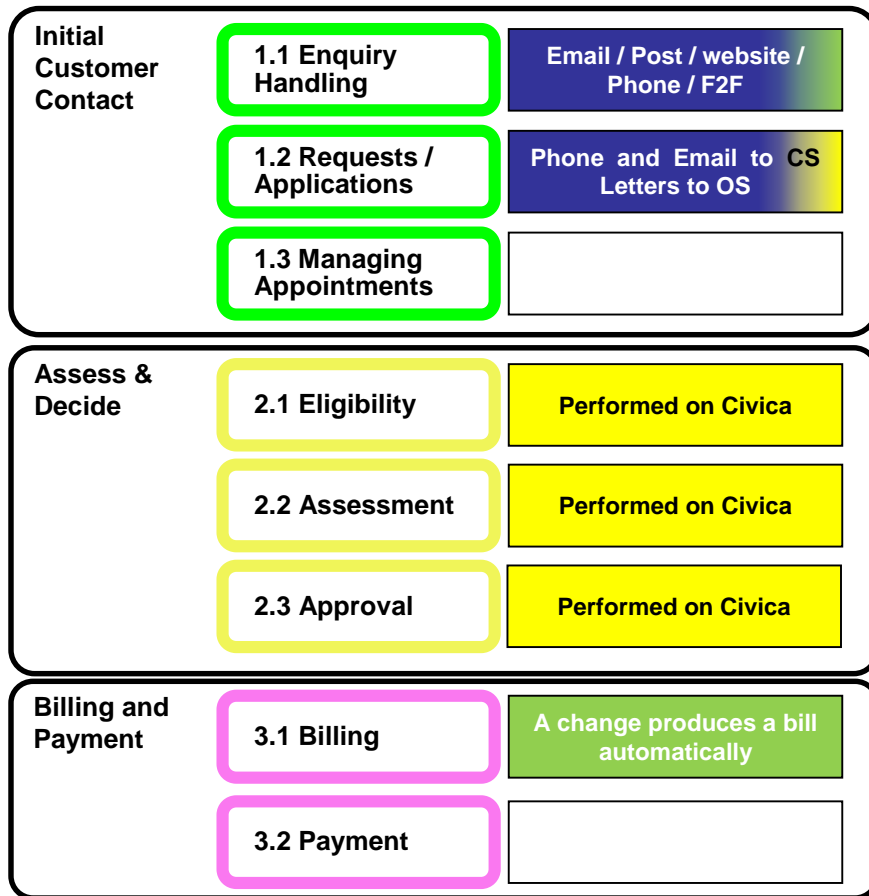
Change of Circumstance Process Overview

•All details regarding a change in circumstance are currently being provided via the customer contact centre or online.

•To action a change in circumstance, customers can contact the customer contact centre who will capture the change in circumstance. A small number of customers contact the back office service support to provide details.

•The back office service support function process all change in circumstance requests.

•Details are manually checked by service support for customer eligibility following the change in circumstance, to verify that the customer still meets the qualification criteria and approval is manually given.

•Once the change in circumstance has been updated, Civica will automatically produce an updated Council Tax bill.

This is an example, As-is analysis is available for all processes in Appendix II

5

Channel Strategy and Benefits of Change

5. Channel Strategy

Channel Strategy

A solid channel strategy is critical to the future success of our services

Customer First is is the plan for how we will interact with and deliver services to our customers and explains how the contact demands of our customers will be met, using the resources available.

We will provide services that are 'Digital by Default'

Our long term vision for CBC is that, where appropriate, our customers are able to transact with us online. There are real advantages of this. Firstly, as we have seen from our customer engagement work, the majority of our customers want to do this. As technology advances this desire to interact online will become more prevalent. Secondly, it is more convenient. Our customers want to interact with us at times that suit them. Our analysis shows that this is as likely to be outside existing office hours. CBC will never offer a 24/7 contact centre. This would not be a good use of our resources. However, having a strong online presence means that our customers can access the services that they require at a time that suits them.

It should be noted that the services highlighted as in scope as part of this business case are actually only the starting point. The Customer First programme will continue, and work with service areas across the whole Council.

A consistent approach to customer management

It isn't just our online customers that deserve a consistently high level of customer service. We recognise that some Central Bedfordshire residents still prefer to contact us by the phone.
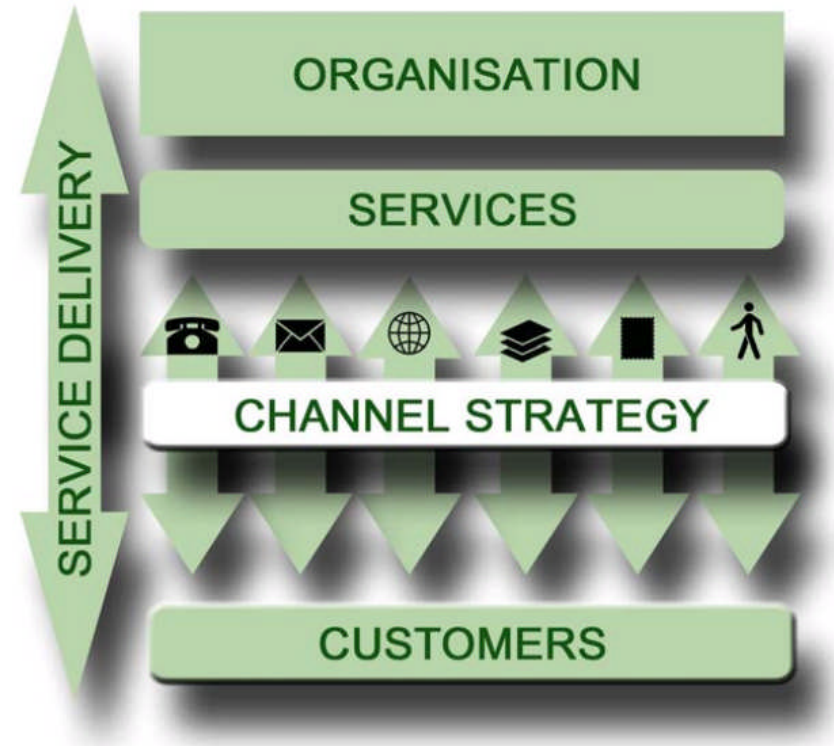
Where customers have this opportunity to self serve online customer management should be shifted from service departments to a corporately managed customer function.

This approach will mean a consistent level of service across our two primary channels. It will also help us cross

Channel Strategy (2)

sell the advantages of online engagement to telephone users. Customers need to be aware that they can do things online and need encouragement to break ingrained habits, particularly among long-term, heavy users of council services. We will seek to encourage customers to access services via channels other than those to which they normally choose.

This represents a significant change in approach, and will require well developed systems, structures and processes to enable it to happen.

- 1st • Customers choose to self serve
- 2nd • Corporately managed customer contact for all initial customer contact
- 3rd • Back office customer management for case work and where requests cannot be resolved in Contact Centre
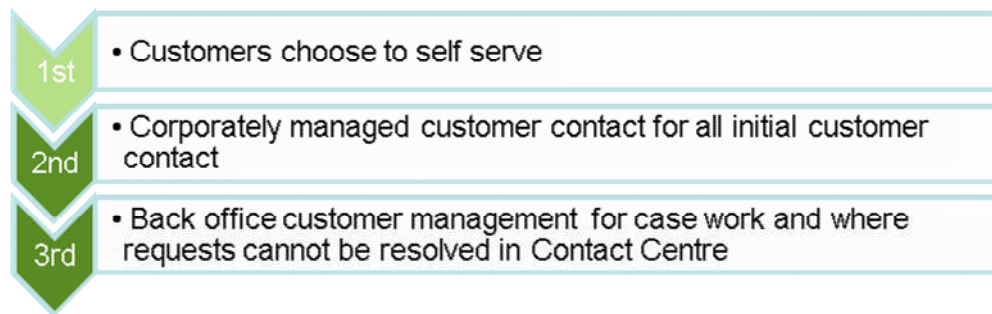
We will proactively encourage self service
In order to be successful we must encourage those using our face to face and phone channels to engage with us differently. This will be done through a deliberate channel shift strategy. To achieve this we will:

- Design more effective online channels.
- Market our online channels

There are real benefits to this approach. Channel shift, if implemented well, will lower costs, build reputation, empower the citizen and improve the overall service proposition of the Council. Shifting customers to particular channels involves behavioural change on the citizen's part, but once they are aware of the channels available, they will use the one that works best for them.

We will avoid unnecessary contact
We provide key services for our local communities that greatly affect the quality of life for individual citizens and the overall community.

We have limited resource, as do our customers. Therefore it is important that we interact as efficiently as possible by working to reduce 'avoidable contacts' by providing more and better information at appropriate points in the customer journey. We need to set self service delivery expectations and deliver these, proactively communicating new/up dated information through the customer's preferred channel (i.e. automatic updates that customers sign up for to be alerted automatically when a web page changes through the customers preferred channel (i.e. email, text, twitter etc.)

This approach will reinforce with our customers that the web is the place to quickly and efficiently access council services, transact with us or find out information.

Our approach to avoiding contact is outlined on the next page.

5. Channel Strategy
Tackling avoidable contact

1. We need to understand customer behaviour

To reduce avoidable contact we need to understand why our customers are contacting us. Stronger management information is required, and this will be put in place through the Customer First programme.

2. We will use this understanding to address avoidable contact.

All new services will be designed around the user for 24/7 web access first wherever possible, ensuring all channels have access to the same information to accommodate 'channel hopping'. We need to recognise that people will use different channels not just for different types of interactions, but also to suit their own convenience. We will maintain flexibility, and the ability to adapt our services to fit the customer need.

3. How will we ensure our approach is operational?

All forms and services connected with the in-scope service areas will be available and transactional on the website. Our staff will use the public website to transact in their day to day work to ensure that the site is fit for purpose for our residents and make improvements as required.

4. How will we monitor continuous improvement?

A permanent Customer Service Improvement Team has been established to analyse data from our main customer access channels to look for opportunities to reduce the need for citizens to make unnecessary or multiple contact with the authority and improve the number of customer queries that we are able to resolve first time on the telephone.

Problems in one channel that might become avoidable contacts in another can be dealt with quickly. For example customer advisors can advise the web team and service departments about failures of web content and usability that create avoidable contact and inhibit self service .

Central Bedfordshire Council

5. Channel Strategy

Considerations for implementing channel strategy

It is important to bear in mind the target audience's access to technology, the type and complexity of the contact, their personal preferences as well their skill sets when selecting channels. Rising internet use (through PCs and mobile phones) and customer expectations of accessing public services online present an ongoing opportunity for public service providers.

Competent online services are easy and quick to use, available whenever customers need them, have the right level of up to date information and have a relatively low administrative burden. Managed well, online access to services is a very effective channel with considerable benefits for customers and taxpayers.

We must however also meet the needs of people who do not have access to the internet. Addressing 'digital inclusion' is a core element of our channel strategy.

The process of developing and implementing our channel strategy has been guided by insight specifically relating to: the customer, contact preferences, the services we are providing in each service area in question, the current delivery channels at our disposal as well as those that may be available to be/need to be used in future. It is also important to understand the wider online services market, as expectations of online services are driven by customer experiences of using similar services provided by other organisations.

CHANNEL EFFECTIVENESS

LESS COST →
MORE REASSURANCE ↓

- NO CONTACT
- WEB SELF SERVICE
- AUTOMATED PHONE
- PHONE
- EMAIL/LETTER
- FACE TO FACE
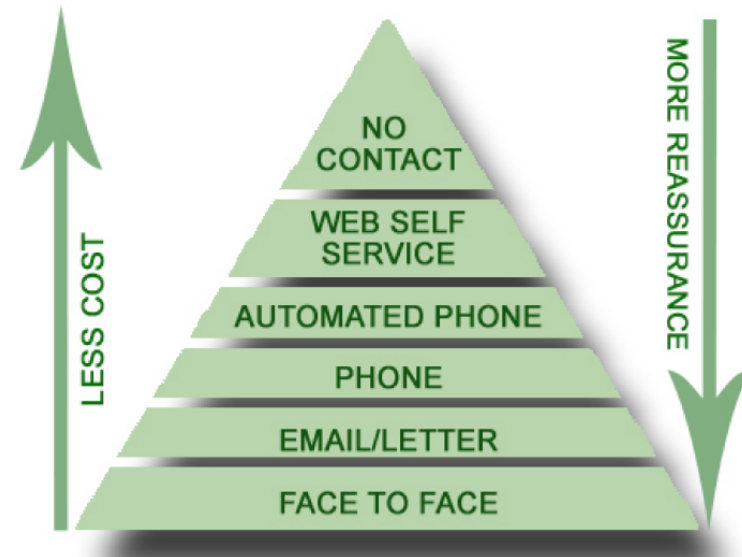
The above model shows us that as we move up the triangle the cost of delivery typically gets cheaper for the organisation. However for some types of contact a greater level of human contact will always be required, particularly for contacts that require some level of reassurance; for example those addressing outstanding or unrecovered debt issues.

Central Bedfordshire Council

5. Channel Strategy
Customer Access Today: Successes and Challenges

Customer access successes at Central Bedfordshire Council include:

- Multiple outreach facilities enabling face-to-face contact with customers
- Established customer contact centre featuring highly skilled operatives
- Comprehensive training packages for advisors
- Introduction of Golden Number Strategy, enhancing the customer experience by delivering a contact to an appropriately skilled advisor
- Promising initial take up of Golden Numbers by customers
- Redesigned website providing clearer and more user-friendly navigation
- Content review of online material producing more succinct information
- Mosaic customer insight is used to provide a good understanding of Central Bedfordshire's population

Customer access challenges at Central Bedfordshire Council include:

- Designing a Council wide target operating model capable of meeting future challenges
- Improving website functionality and creating opportunities for self service
- Technology platform not currently capable of accommodating new strategy – there is a need for the end-to-end application of technology to processes
- Lack of a single customer system (CRM)
- Increasing customer awareness of contact channels and numbers to reduce avoidable contact
- Face-to-face locations are historic and are not necessarily the best fit for our populations needs
- Providing the resources and ICT capacity required to deliver the projects identified as a part of this programme
- Increased financial and efficiency challenges across the council
- Corporate buy in to the Customer First vision
- Buy in from services and service managers where Customer First benefits are identified
- Overcoming silo based transformation and reengineering back office processes
- Recruitment lead time for new services

5. Channel Strategy
Customer Access Today

Customer Access

- The illustration opposite provides a view of how customers currently access council services through multiple channels and access points

The analysis identified the following key insights:

- The Council receives an estimated 1.5m telephone contacts from customers and 50k face to face contacts a year
- 42k transactions are carried out through the Council's website
- Access to service differs by channel and service department, and there is limited opportunity to self serve
- The majority of customer contact passes through the contact centre or back office service departments

The implications of this insight:

- The customer experience is not consistent across channels and customers cannot easily switch to self serve due to a lack of capability
- Customers are navigating internal processes to access services (e.g. calling the contact centre to be transferred to the appropriate department)
- Customers may have to provide the same information multiple times to different services
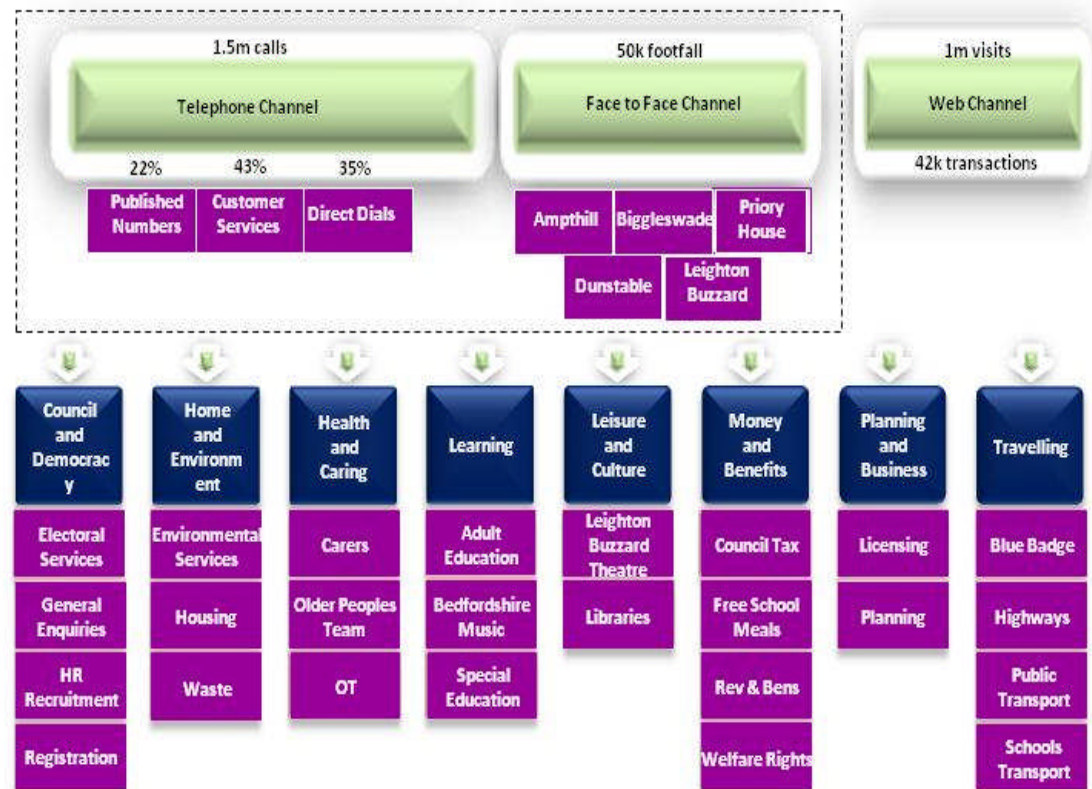
5. Channel Strategy
Central Bedfordshire Customer Access –Target Operating Model (TOM)

Telephone Access Channel

Customer Service Advisors 28.5 FTE

Customer Services Support Team

Team Managers x 4 Service Improvement x 2 Trainer x 1 Operation Managers x 1 Resource Manager x1 8 FTE

Face To Face Access Channel Including CAPS

8 FTE

Web Channel

Including web and social media

Service Requests/ Transactions /Information /Enquires /

MULTI SKILLED CUSTOMER SERVICE ADVISORS

General Enquiries	Housing	Carers	Special Education	Free School Meals	Planning	Schools Transport
Electoral Service	Waste	OPT	0 -19 Service	Housing & Council Tax Benefit	Building Control	Public Transport
	Environment Services	OT	Adult Education	Payments	Trees & Landscape	Concessionary Transport
		Blue Badge		Accounts Payable	Trading Standard	Road Safety
		LB Theatre		Council Tax	Health & Safety	Highways
		Libraries			Licensing	
		Leisure				
		HR				
		Registration				
		Welfare Rights				

Telephone – SMS Apps

Web – Email – Social Media

Post – Letter

Customer Access – Outbound Channels

Access to all – Customer Information– All Services

Front Line Service Delivery

Back Office Support / Access

6

Design of the Future State – the 'To Be' Analysis

6. Design of the Future State – the 'To Be' Analysis
Overview of Approach

Introduction

The overall aim of Customer First is to improve customer service through optimising the most cost effective customer contact channels. With that in mind, the purpose of the high level design workshops was to not only capture the current 'As Is' operating processes for the services areas in scope of Customer First, but also to capture and validate the future 'To Be' vision of each service area.

In order to achieve this, and guide the facilitation of the future vision sessions, it was important that attendees were aware of and understood the future vision of the Council as a whole. The Council's customer experience vision of the future is as follows:

• A transformational and innovative, 'Amazon-style' approach to managing customer contact
• A seamlessly branded website that allows customers access to all Council services
• No need for customers to retype any personal information
• No need for service areas to retype any information

Therefore, the aim of the Customer First high level workshops, was to encourage the heads of service to think of the following statements when designing the future vision of their customer facing processes:

• A seamlessly branded, website that is integrated into back office systems for the first set of services.
• Allows customers to self serve by booking, reporting, applying, tracking and paying for key services online.

6. Design of the Future State – the 'To Be' Analysis
Overview of Approach

Our Approach – High Level Future Vision Design

With the Council's customer experience vision of the future in mind, the heads of service and senior team members were encouraged to share their vision of the future for the customer facing processes in their respective service areas. These were challenged by the Customer First team to validate that they were cost effective, improved customer service and optimised the use of innovative technology.

The 'To Be' vision of the future outputs were captured and documented in the same way as the 'As Is' current state. This was so that the outputs had a consistent and familiar feel about them but more importantly it can be easily seen where the operation of the process steps was shifting. This is important when we are evidencing moving customer contact from the back office service support to the front office customer contact centre or to online self service.

As well as illustrating the process delivery, the high level design documents also capture the Scale of Change for each 'To Be' process. Each 'To Be' process is rated either High, Medium or Low under the following categories:

•Economies of Scale (Aggregation of related jobs into flexible jobs, grouping of employees who perform similar tasks to make better use of time, etc)
•Removing / Reducing Work (Activities no longer performed due to automation, removal of avoidable customer contact, etc)
•Simplification of Process (Efficiencies gained through process re-engineering, use of common processes, consolidation of processes, etc)

This allowed the heads of service to easily see the benefits of the future vision during the sign off process.

6. Design of the Future State – the 'To Be' Analysis
Overview of Approach

Our Approach – Detailed Process 'To Be' Design

As with any programme of this kind, there are cost efficiencies and performance improvement benefits which must be identified, analysed and formalised in terms of how they can be achieved. The outputs of the high level design workshops were used to guide the facilitation of detailed design workshops, during which the Customer First team would capture and document the detailed process steps of the future operating processes.

A standard approach for customer facing processes within all service areas across the Council was developed. The Customer First team introduced the service areas to a suite of transaction processes which were used during the detailed design workshops to guide the design of the detailed 'To Be' processes. The standard transaction processes are as follows:

• Report It
• Request It (Service)
• Request It (Information)
• Apply For It
• Pay For It
• Book It

Each of the customer facing processes were reviewed and analysed using the corresponding standard transaction processes as a guideline. This included preparing service specific sub processes for individual service areas, i.e. eligibility, customer communication, closing a record, etc.

6. Design of the Future State – the 'To Be' Analysis

Overview of Approach

Our Approach – Functional Specification Development

The outputs of the detailed design workshop have been used to inform the procurement process of an enduring solution to support the Council achieve its digital ambitions. Using the information from the workshops, detailed process documentation was prepared by the Customer First team. Each step in the process document has an accompanying narrative which explains the process in more detail. This information was also used to inform the ICT Team develop comprehensive business requirements which are essential for any future enduring IT solution.

Central Bedfordshire Council

6. Design of the Future State – the 'To Be' Analysis
Overview of Approach

Future Customer Contact Channel Overview

The aim of Customer First is not to remove customer contact channels from the Council service areas. The aim is to use customer insight and analysis to inform us what channels customers prefer to use when contacting the Council and provide that option in an efficient and effective manner. The Council currently lacks an efficient and effective self service option across service areas. Therefore, this is a priority for the Council given the outputs from our customer insight and analysis. The following model illustrates the Council's future vision for communication channels:
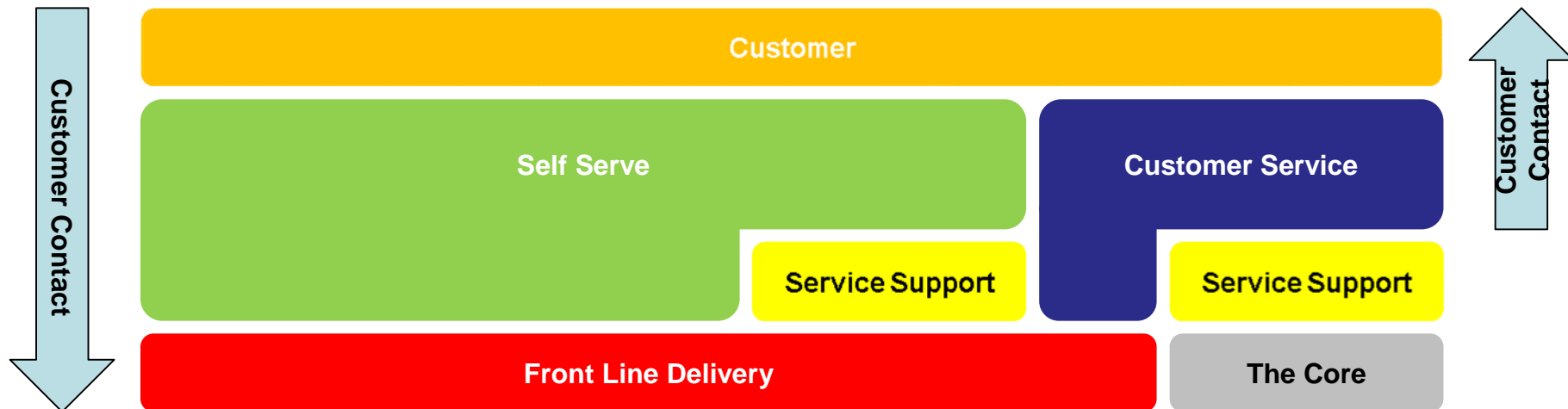
As can be seen, self service via the Council's website and external websites, where there is already a self service option, have increased in size in comparison to the current model. The intention is to use technology to perform more of the service support tasks and where physical interaction is required move more of this into customer services. The following 'rich pictures' for each service area illustrate how customer communication channels will shift.

Sustainable Communities

- Planning
- Building Control
- Highways
- School Transport
- Waste
- Leisure
- Adult Skills and Community Learning

6. Design of the Future State – the 'To Be' Analysis

Sustainable Communities – Planning

Planning Vision for the Future

As planning already has an online application system, the emphasis will be on encouraging more customers to make the transition to this customer service channel. In addition, technology will be used to improve the service support processes through integrating systems, automating eligibility checks and mobile working.

Self Service

- Applications submitted via eForm (Planning Portal)
- Online payments
- Comprehensive online FAQs and knowledge object
- More applications received via online Planning Portal

Process Improvement

- Automated eligibility checks performed via GIS
- Mobile working using mobile devices
- Online case management
- Increased usage of the Planning Portal
- Automated workflow process
- Online cost calculator linked to eForm and online payment function
- Payment tracked via eForm
- Mobile work management
- Systems integration

Central Bedfordshire Council

What does this mean for the Planning Service…

1.Pre-applications advice
2.New applicants

Currently, the Customer Service Centre acts as an initial point of contact and transfers complex calls to the Planning service. In the future the Customer Service Advisors will be able to handle a larger proportion of queries, encourage residents to make a planning applications online and make payments on line.

Proposed new service delivery model

Planning Service

Self Service:
Externally: The majority of the Planning services that our customers access will be available through our website or the national planning portal.
Internally: Planners will also be able to access all documentation online whilst on site.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Planning, but they will be able to advise callers to submit applications/make payments online also.

The Planning Service:
Diary Management and site assessments will remain the responsibility of the Planning Service.

6. Design of the Future State – the 'To Be' Analysis
Planning – Pre-Planning Application Advice

Legend:
- Customer Services
- Front Line Delivery
- The Core
- Service Support
- Self Serve
- 3rd Party System

	Process	Current State	Future State	Do-ability	
Initial Customer Contact	1.1 Enquiry Handling	Calls into Customer services– will be passed to back office in most cases	General Queries submitted online via eForm	(amber)	All general enquiries should be submitted via eForm
	1.2 Requests / Applications	Detailed advice requests made via phone or post to back office	Request for advice made through eForm or phone	(amber)	Applications should be submitted online via eForm as default with a reduced number by phone
	1.3 Managing Appointments	Planner organise workload and appointments	Planners organise workload and appointments	(green)	Planners manage their own diaries and site visits
Assess & Decide	2.1 Eligibility	Manual review of site location on application	Automated lookup of site location in GIS	(amber)	The eForm will lookup GIS to determine if site is in Central Beds area. Use Post Code, GIS Coordinates and LLPG
	2.2 Assessment	Planner reviews and determines response	Planner input is reduced through partly pre-populated responses	(green)	Responses are pre-populated with application details and planner adds response
	2.3 Approval	Response taken senior planner to approve before issue	Automated workflow with priority indicator to advise of approval needed	(green)	A workflow in ECM to manage application progress which can be viewed online by the customer
Billing and Payment	3.1 Billing	Online calculator or back office team member advises of cost	Online calculator advises of cost. Linked to eForm so payment can be traced	(amber)	Online calculator embedded within eForm application calculates cost of service. Linked to payment so payment can be traced
	3.2 Payment	Pay by phone, cheque or cash. Manual check for payment before action	Payment online or cheque. Automated link to system to verify payment received	(green)	Payment preference is online. Payment system will link to ECM to show payment status before planner actions application

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	M	Simplification of Process	M

This is an example, To-be analysis is available for all processes in Appendix III

6. Design of the Future State – the 'To Be' Analysis
Sustainable Communities – Building Control

Building Control Vision for the Future Overview

Building Control already has an online application system, therefore the emphasis will be on encouraging more customers to shift over to this channel. The use of smartphone app technology will also be introduced to report an issue. This will allow customers to take a picture and use geotagging to locate the issue, thereby providing the Council with more accurate information which will improve customer service. In addition, technology will be used to improve the service support processes through integrating systems, automating eligibility checks and mobile working.

Self Service

- Use of Smartphone Apps to report issues
- Online eForm to report an issue
- Online payment functionality
- Online appointment booking system

Process Improvement

- Integrated front office and back office systems
- Efficient work allocation
- Reduction in printing and scanning documentation
- Automated eligibility checks performed via GIS
- Use of pictures and geotagging to assess building control issue reports
- Mobile working using mobile devices
- Online case management

What does this mean for the Building Control Service……

Two key processes within Building Control:
1.Reporting a Building Control issue
2.New Building Control applications

Currently the Customer Service Centre acts as a switchboard, passing most calls on to Building Control.

In future the Customer Service Advisors will be able to handle a larger proportion of Building Control queries and will encourage residents to access online information and services which will include submitting applications, reporting issues and making payments online.

Building Control Service

Self Service:
Externally: All Building Control services that our customers access will be available through our website. Customers will be able to carry out a pre-application check using GIS.
Internally: Building Control staff and contractors will also be able to access all documentation through our website whilst on site.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Building Control , but they will be able to advise callers to carry out these activities on our website.

The Building Control team:
Assessments and reports will continue to be carried out by the Building Control team

6. Design of the Future State – the 'To Be' Analysis
Building Control – Building Control Application

Legend:

Customer Services	Service Support
Front Line Delivery	Self Serve
The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	1.1 Enquiry Handling	Calls into Customer services– will be passed to back office in most cases	Dynamic eforms and GIS layer on website for pre-application queries		GIS layer with geo tagging so applicants can gauge feasibility of application Dynamic e-form
	1.2 Requests / Applications	Applications may be submitted via the Submit-a-plan/BC online or via post	All applications through Submit-a-Plan or BC online		Integration required between online BC systems and Acolaid and Acolaid and ECM
	1.3 Managing Appointments	Surveyors organise workload and site visits	Online automated booking system for customers		Implementation of an online booking system for customers to request site visits
Assess & Decide	2.1 Eligibility	Check that property is in CBC	GIS can determine if property is in CBC		Eligibility criteria can be programmed into new system to stop non-CBC applications
	2.2 Assessment	Surveyors complete site visits and assess application	Surveyors complete site visits and assess application		Assessment and site visits cannot be automated
	2.3 Approval	Surveyors write report and send recommendations	Surveyors write report remotely and submit on site		Use mobile work management to speed up and improve customer service. Need link between Acolaid and ECM
Billing and Payment	3.1 Billing				
	3.2 Payment	Payment may be made by cheque, by card via CS, or via planning portal	All payments to be made via planning portal or via website		Online payments to be implemented as alternative to planning portal when agents apply on behalf of the clients

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	M	Simplification of Process	L

This is an example, To-be analysis is available for all processes in Appendix III

6. Design of the Future State – the 'To Be' Analysis

Sustainable Communities – Highways

Highways Vision for the Future Overview

Highways already have eForms online for reporting issues. These will also be introduced for applying for a Highways service and increased awareness will encourage customers to use these facilities. The use of smartphone app technology will also be introduced to report an issue. This will allow customers to take a picture and use geotagging to locate the issue. The introduction of online payment will improve customer service through speeding up the payment process between the contractor and the customer. Systems integration will improve customer service by allowing the Council to provide the customer with more information in respect of Highways.

Self Service

- Applications submitted via online eForm
- Use of Smartphone App technology to report an issue
- Enquiries handled online
- Online payment

Process Improvement

- Automated eligibility checks performed via GIS
- Online case management
- Integrated back office and front office systems
- Integrated Council systems with contractor systems
- Quicker response time due to quicker payment process

What does this mean for the Highways Service…

Three key processes within Highways:
1.Reporting a Highways issue
2.Requesting a Highways improvement
3.Queries and enquiries

Currently the Customer Service Centre act as an initial point of contact, registering issues directly on to the Amey back office system and then passing complex calls on to Amey. In future Customer Service advisors will be able to encourage residents to report queries on line, or do so on their behalf.

Highways Service

Self Service:
Externally: The majority of Highways services that our customers access will be available via our website.
Internally: Highways' staff and contractors will also be able to access all documentation via our website whilst on site.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Highways, but they will be able to advise callers to request/report issues and give payments via our website as well.

The Highways Service:
The Highways team will take urgent requests and liaise between CBC and Amey

6. Design of the Future State – the 'To Be' Analysis
Highways – Unplanned Works

	Self Serve	Service Support
	Customer Services	Front Line Delivery
	The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	1.1 Enquiry Handling	Phone / F2F / Email	Website and Online Portal / Occasional call to CS	(green)	Improved website information and online application process
	1.2 Requests / Applications	Phone / F2F / Email / eForm	eForm / App	(amber)	Online eForm capabilities or smartphone app with geotag capabilities
	1.3 Managing Appointments	Amey	Amey	(green)	Customers or the council don't manage appointments. Done by Amey
Assess & Decide	2.1 Eligibility	Manual check	Automated checks	(amber)	Automatic eligibility check
	2.2 Assessment				
	2.3 Approval	Site visit by Amey	Site visit by Amey	(green)	Approval will still be completed by the contractor
Billing and Payment	3.1 Billing				
	3.2 Payment				

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	H

This is an example, To-be analysis is available for all processes in Appendix III

6. Design of the Future State – the 'To Be' Analysis
Sustainable Communities – Schools Transport

Schools Transport Vision for the Future Overview

The introduction of eForms will reduce the amount of service support effort required to key all applications into the Council's databases. Integrating the Schools and Transport systems will eliminate the need to re-key applications into multiple systems. Using GIS to automate the eligibility and approval system will provide customers with a quicker response as less service support manual intervention is required.

Self Service

- Applications submitted via online eForm
- Enquiries handled online
- Online payment

Process Improvement

- Automated eligibility checks performed via GIS
- Online case management
- Integrated back office and front office systems
- Integrated Council systems with contractor systems
- Quicker response time due to quicker payment process

Central Bedfordshire Council

The following is an example, To-be analysis is available for all processes in Appendix III

What does this mean for the Schools Transport Service……

Seven key processes within Schools Transport:
1. Schools Transport Applications (new and renewals)
2. Replacement bus passes
3. Reporting changes in circumstance
4. SEN/Medical and p16 applications
5. Payments
6. Report an issue
7. Tracking an application

Currently the Customers Services Centre acts as the point of contact for applicants, answering frequently asked questions such as those relating to eligibility. In future Customer Service Advisors will support applicants in completing their entire application process, or will encourage them to do so online. Urgent requests and assessments will continue to be carried out by Schools Transport Team.

Schools Transport Service

Self Service:
Externally: All of the School Transport services that our customers access will be available through our website. Pre-application eligibility checks and payments will be completed on our website too.

Customer Service Centre:
Customer Service Advisors will be able to take calls and assist customers with their queries, if the customer chooses not self serve.

The Schools Transport Service:
The Schools Transport service will complete assessment approval , handle concerns and issues, and issue bus passes.

Central Bedfordshire Council

6. Design of the Future State – the 'To Be' Analysis
Schools Transport – Mainstream Application

Self Serve	Service Support
Customer Services	Front Line Delivery
The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	**1.1 Enquiry Handling**	Queries are received by phone / email / F2F or Post	Queries will be made online or to call centre. Small number will still require BO	(green)	Improved information online and innovative use of SMS, email and social media to pre-empt queries
	1.2 Requests / Applications	Excel spreadsheet downloaded from Tribal	School completes online application online eform for each new pupil	(orange)	School completes an online application eform for each pupil providing all information required to determine if the pupil is eligible
	1.3 Managing Appointments				
Assess & Decide	**2.1 Eligibility**	Schools Transport Team checks age and that child lives in Council area	System will check pupil's address in GIS	(orange)	GIS will look up the pupil's address to verify that it is within Council boundary
	2.2 Assessment	Check for road safety issues and distance to nearest school gate	System will check on Routewise if eligible	(orange)	System will use pupil's details and Routewise to assess application
	2.3 Approval	Manually add to Schools Transport Database	System will automatically advise school of decision	(orange)	System will automatically approve or decline application and notify the relevant parties with explanation
Billing and Payment	**3.1 Billing**	Client Transport Team raise PO for Children's Team	System will automatically raise a PO for payment	(orange)	A PO is automatically raised upon approval and sent to Schools Transport Team by email
	3.2 Payment	Children's Team pay Transport Team	Children's Team pay Transport Team	(orange)	School's Transport Team authorise payment to Transport Team
Service Delivery	**4.1 Council Service Delivery**	Client Transport Team add child's details to Routewise and allocate transport	System will advise Schools Transport team of new pupil	(orange)	After approval, Routewise will assign route to collect pupil
	4.2 Outsourced Service Delivery				

Scale of the Change:	Economies of Scale	**M**	Removing / Reducing Work	**H**	Simplification of Process	**H**

6. Design of the Future State – the 'To Be' Analysis
Sustainable Communities – Waste

Waste Vision for the Future Overview

eForms and Smartphone App technology will be introduced to Waste in order to reduce the number of contacts by phone and face-to-face contacts with customer services. Systems will be integrated in order to speed up the contact handling process. The eligibility and assessment process will also be automated in order to speed up contact handing time and thereby improve customer service. Payments will be made online.

Self Service

- Applications submitted via online eForm
- Enquiries handled online
- Requests for service and fault reporting can be completed either online or via Smartphone App
- Online payment

Process Improvement

- Automated eligibility checks performed via GIS
- Integrated back office and front office systems
- Integrated Council systems with contractor systems
- Quicker response time due to quicker payment process

What does this mean for the Waste Service…

Three key processes within Waste:
1.Requesting a service
2.Reporting an issue
3.Applying for a recycling centre permit

Currently the Customer Service Centre deal with the majority of Waste-related enquiries. In future Customer Service Advisors will operate a more automated process and residents will be able to submit requests and report problems through e-forms on our website.

Waste Service

Self Service:
 Externally: All the Waste services that our customers access will be available through our website.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Waste, but they will also be able to advise callers to carry out these activities on our website.

The Waste service:
Waste will continue to manage the relationship with Biffa (and other contractors) and deal with urgent requests

6. Design of the Future State – the 'To Be' Analysis
Waste – Request a Service

	Self Serve	Service Support
	Customer Services	Front Line Delivery
	The Core	3rd Party System

		Current State	**Future State**	**Do-ability**	
Initial Customer Contact	**1.1 Enquiry Handling**	Phone / F2F / Email	Website and Online Portal / Occasional call to CS		Improved website information and online application process
	1.2 Requests / Applications	Phone / F2F / Email	eForms / Smartphone App		Online eForm capabilities or smartphone app with geotag capabilities
	1.3 Managing Appointments	Biffa	Biffa		Biffa has access to CBC's Acolaid system and are responsible for scheduling appointments
Assess & Decide	**2.1 Eligibility**	Phone / F2F / Email	eForms / Smartphone App		Online eForm capabilities or smartphone app with geotag capabilities
	2.2 Assessment	Phone / F2F / Email	Automated through links to other internal systems		Link to benefits system (Civica) to assess callers status
	2.3 Approval	Phone / F2F / Email	Automated through assessment system		Link to benefits system (Civica) to assess callers status
Billing and Payment	**3.1 Billing**				
	3.2 Payment	Phone / F2F / Email	Online payment		Payment is made online during application process

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	H

This is an example, To-be analysis is available for all processes in Appendix III

6. Design of the Future State – the 'To Be' Analysis

Sustainable Communities – Leisure

Leisure Vision for the Future Overview

Theatre bookings will be made online via the Central Bedfordshire website. This process will also include payment. All theatre listing will be available online.

Self Service

- Theatre bookings will be self service via online booking process
- Payment will be completed online
- All theatre opening times and general information will be available online as well as listings of what is on and coming up

Process Improvement

- Reduced requirement for manual processing of theatre bookings
- Reduced need to manage cheques for payment

What does this mean for the Leisure Service…

Two key processes within Leisure:
1.Theatre bookings
2.Non-leisure centre bookings

Currently, customers largely contact Leisure services directly by telephone. In future the Customer Service Centre would be able to take call on behalf of Leisure as well as encouraging customers to use the website for bookings.

Leisure Service

Self Service:
 Externally: Customers will be able to book the majority of Leisure services on our website.

Customer Service Centre:
Customer Service Advisors will take calls for Leisure bookings, but they will also be able to encourage callers to use our website to make bookings.

The Leisure service:
Leisure will continue to deal with any complex queries.

Central Bedfordshire Council

6. Design of the Future State – the 'To Be' Analysis
Leisure – Theatre Bookings

	Customer Services	Service Support
	Front Line Delivery	Self Serve
	The Core	3rd Party System

		Current State	**Future State**	**Do-ability**	
Initial Customer Contact	**1.1 Enquiry Handling**	Phone / F2F / Email	Better online information		Online eForm for making an enquiry
	1.2 Requests / Applications	Phone / F2F / Email	Dynamic Eforms online		Online eForm for booking tickets
	1.3 Managing Appointments				
Assess & Decide	**2.1 Eligibility**				
	2.2 Assessment				
	2.3 Approval				
Billing and Payment	**3.1 Billing**				
	3.2 Payment	Payments taken over the phone, cheque or cash	Payments online		Online payment facilities online. This will be the final step in the booking process

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	H

This is an example, To-be analysis is available for all processes in Appendix III

What does this mean for the Adult Skills and Community Learning Service……

The Adult Skills booking process

Customers currently contact Adult Skills and Community Learning with queries and bookings. In future the Customer Service Advisors will be able to process applications online on behalf of the customers or encourage them to do so directly.

Adult Skills and Community Learning

Self Service:
Externally: Customers will be able to book onto the majority of Adult Skills courses on our website.

Customer Service Centre:
Customer Service Advisors will be able to take calls for Adult Skills bookings, but they will also encourage callers to use our website.

Adult Skills & Community Learning service:
Adult Skills and Community Learning will continue to carry out assessments and eligibility checks for the Adult Skills courses.

6. Design of the Future State – the 'To Be' Analysis
Sustainable Communities – Adult Skills and Community Learning

Adult Skills and Community Learning Vision for the Future Overview

Bookings will be made online via the Central Bedfordshire website. This process will also include payment. An online booking system will allow customers to manage their appointment booking with the Council, if one is required.

Self Service

- Adult skills bookings will be self service via online booking process
- Payment will be completed online
- Online booking system for managing assessment bookings
- All upcoming course details will be held online

Process Improvement

- Reduced requirement for manual processing of course bookings
- Reduced need to manage cheques for payment

Adult Skills and Community Learning – Adult Skills Bookings

	Customer Services	Service Support
	Front Line Delivery	Self Serve
	The Core	3rd Party System

		Current State	**Future State**	**Do-ability**	
Initial Customer Contact	**1.1 Enquiry Handling**	Customers find details of courses online, by leaflets or through back office	Proactive information to be sent via Alert System – text or email	■	Proactive use of alert system, and database information. TERMS is a versatile system
	1.2 Requests / Applications	Back Office advise further details of courses and take details of applicant	Dynamic eforms to be available for applications	■	Some applicants will still apply in person
	1.3 Managing Appointments	Back Office manage all appointments manually	Appointments to be replaced where possible by online assessment	■	Some manual appointments will still be necessary due to skills level or online access
Assess & Decide	**2.1 Eligibility**	Back Office take details of applicant and skills level	Details to inputted online unless applicants have rung back office	■	
	2.2 Assessment	Back Office organise interview or Moodle assessment	Moodle assessment to be available online	■	Some interviews will still be necessary due to skills level
	2.3 Approval	Back office assess results of interview or assessment	Automatic approval except where interview has taken place	■	Some interviews will still be necessary due to skills level
Billing and Payment	**3.1 Billing**			□	
	3.2 Payment	Back office take card details or bank cheque	Card payment or payment online	■	Payment is made online where possible. Cheques still accepted

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	M	Simplification of Process	M

This is an example, To-be analysis is available for all processes in Appendix III

Social Care, Health and Housing

- Housing
- Blue Badges

6. Design of the Future State – the 'To Be' Analysis
Social Care, Health and Housing – Housing

Housing Vision for the Future Overview

Housing will move towards self service with the implementation of eForms enabling residents to apply for services, report issues to the Council, request advice, etc. In addition, a comprehensive FAQs section on the website will enable customers to resolve their queries online without the need to contact the Council. Automated eligibility and assessment will improve customer service through quicker responses to customer requests. Online payment will also improve customer service.

Self Service

- Use of eForms
- Improved website with detailed FAQs for customer queries
- Online payment functionality
- Online booking system

Process Improvement

- Automated eligibility and assessment
- Integrated front office and back office systems
- Quicker responses to customer requests via automated processes
- Customers can manage their own appointment booking

What does this mean for the Housing Service…

Six key processes within Housing:
1. **Requests for repairs**
2. **Housing advice**
3. **Homelessness**
4. **Housing applications**
5. **Reporting changes in circumstance**
6. **Private Sector Housing grant applications**

Currently the majority of contacts are via the phone or face to face. The contact centre only deals with some aspects of the service, with certain types of enquires or applications being received directly and processed by the back office'. In future, the Customer Service Centre will be able to resolve a greater variety of customer queries.

Housing Service

Self Service:
Externally: The majority of Housing services that our customers access will be available on our website.

Customer Service Centre:
Customer Service Advisors will be able to advise customers on their Housing applications regarding assessment criteria. They will be able to advise callers to go on our website to make an application or complete an application via telephone/face to face for them.

The Housing Service:
Assessments and approval for repairs and housing will remain within Housing, as will urgent requests.

Central Bedfordshire Council

6. Design of the Future State – the 'To Be' Analysis
Housing – Applications / Change in Circumstances

	Self Serve	Service Support
	Customer Services	Front Line Delivery
	The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	**1.1 Enquiry Handling**	Phone / F2F / Email	Website and Online Portal / Occasional call to CS		Improved website information and online application process
	1.2 Requests / Applications	Phone / F2F / Email	eForms		Ability to apply online via an eForm
	1.3 Managing Appointments				
Assess & Decide	**2.1 Eligibility**	Performed manually	Automated process		Automated ability to check eligibility
	2.2 Assessment	Performed manually	Automated process unless under investigation		Automated ability to assess application. Manual review required if case needs further investigation
	2.3 Approval	Performed manually	Automated process unless under investigation		Applicants assessed to be in band a or b will then be referred to an officer for further investigation
Billing and Payment	**3.1 Billing**				
	3.2 Payment				

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	H

This is an example, To-be analysis is available for all processes in Appendix III

Social Care, Health and Housing – Blue Badges

Blue Badges Vision for the Future Overview

A new national Blue Badge application system has recently been introduced via direct.gov. Therefore, there should be a concerted emphasis by the Council to encourage applicants to use this service as a better option than sending a paper application to the Council. If customers use the online application system, then payment can also be made the same way as part of the application process. This will reduce the need for service support to have to management cheques.

Self Service

- Use of online application forms
- Use of online appointment management system
- Online appointment booking
- Online payment for online applications

Process Improvement

- Integration of online forms with Euclid to remove need for multiple manual input of applications
- Communicate via email rather than post
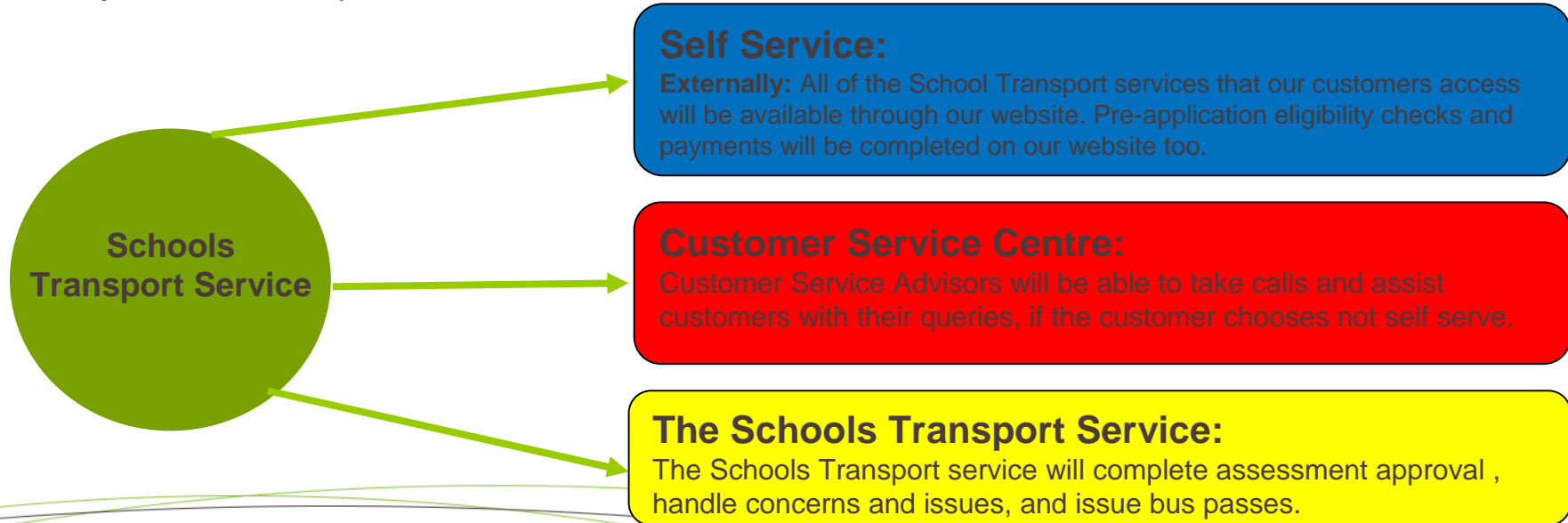- Reduced requirement for handling offline payments

The following is an example, To-be analysis is available for all processes in Appendix III

What does this mean for the Blue Badges Service…

Three key processes within the Blue Badge service:
1. **New applications and independent medical assessment**
2. **Renewals**
3. **Replacements**

Blue Badges are now processed through the national government website, Direct.gov. In future, the application and payments process will be available on our website and customers will be encouraged to use this system by Customer Service Centre staff. Alternatively, these staff will apply and process payment on behalf of customers.

Blue Badges Service

Self Service:
Externally: The majority of Blue Badge services that our customers access will be available online.

Customer Service Centre:
Customer Service Advisors will continue to take calls for the Blue Badges service, but will also complete the online form for the customer. They will be able to advise callers to submit an application via our website.

The Blue Badge service:
Approval and assessment will remain within the service area.

Central Bedfordshire Council

6. Design of the Future State – the 'To Be' Analysis

Blue Badges – Application & Independent Medical Assessment

			Self Serve	Service Support
			Customer Services	Front Line Delivery
			The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	**1.1 Enquiry Handling**	Phone / F2F / Website	Website and Online Portal / Occasional call to SS	🟩	Improved website information and link to direct.gov for eligibility checker and application
	1.2 Requests / Applications	Phone / Direct.gov	Direct.gov / BBIS	🟩	Link to direct.gov from CBC website. Train Customer Services staff to increase awareness and promote online applications
	1.3 Managing Appointments	SS send letter to customer who calls CS to confirm	Online appointment booking	🟧	Expanded use of appointment booking system taking into account clinic schedules
Assess & Decide	**2.1 Eligibility**	Automated and manual checks performed	Performed automatically by BBIS	🟥	Revised application form. BBIS performs additional automated checks to determine if a customer is automatically eligible
	2.2 Assessment	Desktop assessment performed manually. Photo and info provided reviewed	Performed automatically by BBIS	🟥	BBIS performs assessment based on business rules. Photo eligibility checked and info cross referenced against Council Tax database to verify customer details
	2.3 Approval	Performed manually	Performed automatically. Application filed for 3 years	🟥	BBIS updates SWIFT and generates letters automatically. Applications filed and stored manually
Billing and Payment	**3.1 Billing**				
	3.2 Payment	Dependent on application and payment method	Payments managed automatically with option of online payment	🟥	Online payment facility which holds payment until application accepted. Discourage customers sending cheques
Service Delivery	**4.1 Council Service Delivery**				
	4.2 Outsourced Service Delivery	Badges produced and IMA carried out by contractors	Badges produced and IMA carried out by contractors	🟩	All Blue Badges are prepared by an external contractor

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	H

Corporate Services

- General Enquiries
- Concessionary Bus Passes
- Council Tax
- Benefits
- Free School Meals

6. Design of the Future State – the 'To Be' Analysis
Corporate Services – General Enquiries

General Enquiries Vision for the Future Overview

Payment will go online as will applications for information via eForm. Voice recognition will be introduced for requesting a named officer and / or service, which will free up call agent time to focus on other service areas.

Self Service

- Online application forms for information
- Voice recognition self service
- Automated payments online

Process Improvement

- Voice recognition for handling calls for named officers and / or named services will reduce the number of queries customer services handle
- Automated eligibility check for post codes, to confirm enquiry is a CBC concern

What does this mean for General Enquiries……

Currently, customers can contact the Customer Services Centre by telephone, email and e-forms for General Enquiries.
In future the Customer Service Centre will be able to answer queries more quickly by using voice recognition systems and offering information and e-forms on our website.

General Enquiries Service

Self Service:
Externally: Customers will be able to get answers to their queries more quickly by using e-forms and our website, and as a result of our voice recognition service.

Customer Service Centre:
Customer Service Advisors will continue to take General Enquiries calls, but will be able to advise customers that they can also use our website or speak directly to the correct service area though using the voice recognition system.

General Enquiries:
N/A - General Enquiries is not a service.

Central Bedfordshire Council

6. Design of the Future State – the 'To Be' Analysis
General Enquiries

	Self Serve	Service Support
	Customer Services	Front Line Delivery
	The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	**1.1 Enquiry Handling**	Email / F2F / Phone / Post	Website/ Voice Recognition for occasional customer call	(green)	Self service online and voice recognition to direct the customer to the right Service / Contact
	1.2 Requests / Applications	Email / F2F / Phone / Post	Online eFrom / Voice Recognition	(orange)	Online eForm to submit a query and Voice Recognition to direct the customer to the right Service / Contact
	1.3 Managing Appointments				
Assess & Decide	**2.1 Eligibility**	Email / F2F / Phone / Post	Automated check for eligibility via Post Code lookup	(green)	Automated post code check via Voice Recognition or customer input
	2.2 Assessment				
	2.3 Approval				
Billing and Payment	**3.1 Billing**				
	3.2 Payment	F2F / Phone / Post	Use automated payment options and by phone	(green)	Direct customers to use online payment. Other payment can be made and inputted into system

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	M

This is an example, To-be analysis is available for all processes in Appendix III

Corporate Services – Concessionary Bus Passes

Concessionary Bus Passes Vision for the Future Overview

Online eForms will be introduced to allow customers to apply for a concessionary bus pass and / or report an issue to the Council. Online payment will improve the end-to-end process through making it quicker and more joined up.

Self Service

- Online application forms and ability to upload supporting documentation
- Online system to determine if applicant meets eligibility criteria
- Online payment

Process Improvement

- Integration of online form and Euclid to reduce re-keying
- Online form to check eligibility before proceeding
- Cease Council involvement in local bus passes applications

What does this mean for the Bus Passes Service…

Two key processes within Bus Passes:
1. New applications and renewals
2. Lost or damaged passes

The Customer Service Centre staff currently manually complete and assess bus pass applications. In future the Customer Service Centre will continue to do so, but residents will also be able to self serve via our website.

Bus Passes Service

Self Service:
Externally: Customers will be able to complete apply, renew and replace bus passes through our website.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Bus Passes but they will encourage callers to complete them via our website in future.

Bus Passes services:
No need for customer interaction.

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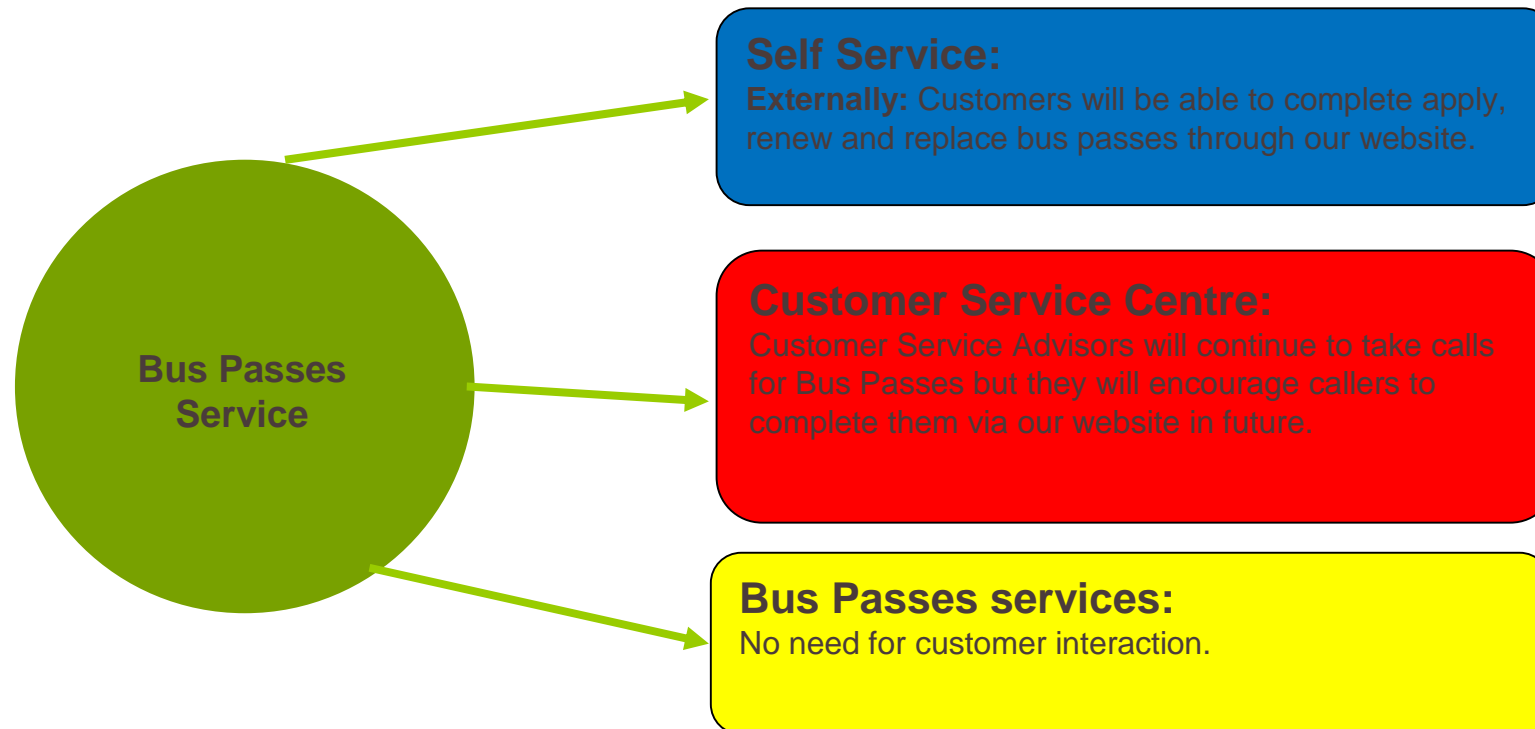
Concessionary Bus Passes – Applications / Renewal / Lost or Damaged

		Self Serve	Service Support
		Customer Services	Front Line Delivery
		The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	1.1 Enquiry Handling	Phone / F2F / Email	Website and Online Portal / Occasional call to CS	(green)	Improved website information and online application process
	1.2 Requests / Applications	Phone / F2F / Email / Letter	Online eForm and ability to upload documentation	(orange)	Online eForm capabilities / Integrated into Faredeal
	1.3 Managing Appointments				
Assess & Decide	2.1 Eligibility	CS perform manual eligibility check	Online eForm will check eligibility before proceeding	(orange)	Online eForm capable of capturing all required information and checking eligibility
	2.2 Assessment	CS perform assessment to ensure applicant meets criteria	System will be able to determine if applicant meets criteria	(orange)	System will check against criteria
	2.3 Approval				
Billing and Payment	3.1 Billing				
	3.2 Payment	Phone / F2F	Online payment or payment by phone	(green)	Online payments for lost or damaged passes

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	H

This is an example, To-be analysis is available for all processes in Appendix III

6. Design of the Future State – the 'To Be' Analysis
Corporate Services – Council Tax, Benefits and Free School Meals

Council Tax, Benefits and Free School Meals Vision for the Future Overview
The main shift for Council Tax, Benefits and Free School meals is the introduction of eForm applications. Enabling the customer to apply online will improve service delivery times. In addition, it will also reduce the number of applications received from ineligible customers through ending the process early following an initial online eligibility check via an online calculator. Online eForms will also reduce the need for service support to manually input all application detailing into Civica.

Self Service

- Online application forms, appointment booking and upload of supporting documentation
- Online balance and payment for Council Tax
- Online payment option
- Council tax balance/benefits information available online

Process Improvement

- Integrate eForms with back office systems to avoid rekeying/printing and rescanning
- Mandatory sections to reduce officer time chasing missing information
- Reduced need for customer services to print and mail to customers
- Online eForm will check eligibility before customer completes full application
- Incorporate Free School Meals application into Benefits application form
- Automation eligibility assessment
- Automated outcome of assessment
- Automated overpayments calculations

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What does this mean for the Council Tax Service…

Four key processes within the Council Tax service:
1.Applying for discount/exemption
2.Reporting a change in circumstance
3.Balancing checks and payments
4.Council Tax overpayments

The Customer Service Centre currently attempt to deal with all non case work related queries, transferring more complex queries to the back office for resolution. In the future, customers will be able to carry out many processes and find the answer to their queries using self service on the website, and the contact centre will be able to deal with more complex queries due to increased knowledge in the service area.

Council Tax Service

Self Service:
Externally: Council tax services that our residents access will be available through our website.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Council Tax, but they will also be able to advise callers to access our website to carry out these processes.

Council Tax:
Assessment and approval will continue to take place in the Council Tax service area.

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What does this mean for the Benefits Service……

Two key processes within Benefits :
1. New Applications
2. Reporting a change in circumstance
3. Overpayments

Currently the Customer Service Centre acts as an initial point of contact, taking details before passing calls on to Customer Accounts for assessment. In future, the Customer Service Centre will be able to resolve more queries and complete applications for the customer via our website. The assessment process will include some automation.

Benefits Service

Self Service:
Externally: The majority of the Benefits services that our customers access will be available through our website via online forms.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Benefits, but they will be able to advise callers to access our website to carry out these processes also.

Service Delivery:
 The Benefits team will continue to carry out the assessment and approval, with a greater degree of automation

What does this mean for the Free School Meals Service……

Two key processes within Free School Meals:
1.New Applicants
2.Reporting a change in circumstance

Customer Service Centre staff are currently able to resolve customer applications for Free School Meals by checking eligibility and liaising directly with schools on the customers' behalf. However, this process involves rekeying information in two systems. In future the Customer Service Advisors will be able to complete the assessment automatically, and encourage residents to apply online.

Free School Meals service

Self Service:
Externally: The majority of Free School Meal services that our customers access will be fully completed online, and assessment approval will be granted automatically.

Customer Service Centre:
Customer Service Advisors will continue to take calls for Free School Meals, but they will also be able to advise callers to access our website to submit an application.

Service Delivery:
 Appeals and queries that cannot be dealt with online will be passed through to the Customer Accounts Team.

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6. Design of the Future State – the 'To Be' Analysis
Council Tax – Change of Circumstance

	Self Serve	Service Support
	Customer Services	Front Line Delivery
	The Core	3rd Party System

		Current State	Future State	Do-ability	
Initial Customer Contact	1.1 Enquiry Handling	Email / Post / website / Phone / F2F	Website / Occasional Call to SS	🟩	Website updated with all information required to complete online eForm
	1.2 Requests / Applications	Phone and Email to SS Letters to SS	Online eForm and Occasional call to SS	🟧	Online eForm software required, intelligent software to validate transaction inputs
	1.3 Managing Appointments				
Assess & Decide	2.1 Eligibility	Performed on Civica	Automated eligibility check	🟩	System will perform an automated eligibility check
	2.2 Assessment	Performed on Civica	Performed manually or automatically if possible	🟩	Where possible, the system will automatically assess the client's change in circumstance
	2.3 Approval	Performed on Civica	Performed manually or automatically if possible	🟩	Where assessment of a change of circumstance is automated, approval is automated
Billing and Payment	3.1 Billing	A change produces a bill automatically	Automatically produced by IT system	🟧	Ability to automatically produce a bill
	3.2 Payment				

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	M

This is an example, To-be analysis is available for all processes in Appendix III

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Children's Services

- Web Based Commissioning

6. Design of the Future State – the 'To Be' Analysis
Children's Service – Web Based Commissioning

Web Based Commissioning Overview

This service has more limited opportunities for change. This has been excluded from the implementation plan and benefits case at this time. There are some opportunities to allow the payments associated with some bookings to be made online, which would be lead to a process improvement. Please note that, given its limited benefits, this service will not be considered until towards the end of the implementation phase of the programme.

self service	Process Improvement
•Allow automated online payments	

6. Design of the Future State – the 'To Be' Analysis
Web Commissioning – Application for Music Lessons

	Customer Services	Service Support
	Front Line Delivery	Self Serve
	The Core	3rd Party System

		Current State	**Future State**	**Do-ability**	
Initial Customer Contact	**1.1 Enquiry Handling**	All information online. There are a few phone queries	All information online. There are a few phone queries		Information is already online and the FAQs seem to answer most questions
	1.2 Requests / Applications	Most applications are already made online	Applications made online with paper applications processed by back office		Applications can already be made by separate CBC website and downloadable form. Customers can call for form as well
	1.3 Managing Appointments				
Assess & Decide	**2.1 Eligibility**	Performed manually by Service Support	Online check for address		System can check address against Post Code to verify if applicant can attend a class
	2.2 Assessment	F2F assessment of child ability to play an instrument	F2F assessment of child ability to play an instrument		Teachers will still have to assess that children are capable of playing instrument and attending class (not applicable to singing lessons)
	2.3 Approval	F2Fat the end of the assessment. Notice given to parent	F2F at the end of the assessment. Notice given to parent		Pupil is advised during assessment that they can attend a class and they are strongly encouraged to apply online (not applicable to singing lessons)
Billing and Payment	**3.1 Billing**				
	3.2 Payment	Payment is made by cheque	Online payment		Payment facilities online, preferably by Direct Debit.

Scale of the Change:	Economies of Scale	L	Removing / Reducing Work	H	Simplification of Process	H

This is an example, To-be analysis is available for all processes in Appendix III

7

Technology Enablers

7. Technology enablers
Content

- Summary

- ICT Design Approach

- ICT and Customer First Principles

- As-is analysis: current applications architecture

- As-is analysis: back office systems

- Solution Overview and components description

- Design considerations and recommendations for each component

- Functional requirements

- Technical requirements and hosting

- Potential quick wins

- Costing

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7. Technology enablers
Introduction

What is the technology element of Customer First?

The technology element of Customer First has been designed based on the ICT technology strategy design principles: stable, innovative, secure and responsive. It focuses primarily on delivering excellent self service user experience which is closely aligned with the 'excellent customer service', 'digital by default' and 'self serve' vision of the programme.

During the design the ICT element links very closely with the other streams of Customer First:
- The Customer insight and analysis provided valuable insight in terms of user experience (from the customers' point of view) as well as how many customers are likely to shift online
- The detailed, standardised processes provided the functional requirements and specific service ICT requirements for all in-scope services; it also helped capturing some longer term requirements

Finally, the design takes into account of the current ICT state, in terms of applications, infrastructure and capability readiness, as well as the ICT strategy roadmap. The gap analysis provided a clear indication on how to prioritise the different technology components and shape the design considerations.

7. Technology enablers
ICT Design Approach

| Review Existing IT Architecture and Agree Scope | → | Solution Component Review and Requirements Gathering | → | Technical Design with Recommendations and Costing |

The high level ICT design activities were defined within the 12-week delivery timeframe:

1. Review Existing IT Architecture and Agree Scope (2-3 weeks): Applications were categorised and marked in scope as a technology component of Customer First. They were then assessed and prioritised with the ICT and project team. The current back office systems were also assessed in terms of integration capability and quick wins were identified.

2. Solution Component Review and Requirements Gathering (4-6 weeks): After the initial RAG assessment, a more detailed review for each high priority component was conducted. At the same time, detailed functional and technical requirements of the solution were gathered.

3. Technical Design with Recommendations and Costing (2-3 weeks): As part of the business case, recommendations are made for each component in terms of costing and design approach, and more importantly how they fit together to deliver the Customer First solution.

7. Technology enablers
ICT and Customer First Principles (1)

> **A set of principles were defined for Customer First and ICT to deliver a fit-for-purpose solution.**

Principle	Description	Stable	Secure	Innovative	Responsive
1. Robust and Integrated Infrastructure	Ensuring availability of business services with a robust ICT infrastructure. The solutions will be selected, procured and implemented to adhere to the Council's technology and integration standards	√			
2. Defined Ownership and ICT Skills	The business has designated owners for the processes and data and will work collaboratively with ICT to make decisions on the technology required to ensure sufficient capability and capacity to deliver and maintain the solutions	√			
3. Information Management and Security	Protecting the Council's assets and reputation; information is protected from unauthorised use and disclosure ("leakage") in line with corporate policies and mandatory national standards		√		
4. Compliance	The architecture is designed in a way that meets the business objectives while complying with relevant legislation, regulation and security policies. When considering innovative solutions, we will take a measured and realistic view on compliance. We will not default to a risk adverse stance		√		
5. Self Service	Supporting and promoting the use of web access and self service administration by customers via proven and innovative solutions. We aim to ensure that Council services to be digital by default			√	

ICT and Customer First Principles (2)

Principle	Description	Stable	Secure	Innovative	Responsive
6. Flexible and Mobile Working	Deliver solutions with the capability for the Council to access systems securely and remotely			√	
7. Customer insight is shared and accessible	The Council has appropriate and controlled access to customer insight and intelligence data in order to drive the business forward				√
8. Anticipating Future Needs	Meeting the changing ambitions and the needs of the Council; solutions delivered need to reflect future ambitions of the Council, opportunities presented by the technology market place and in accordance with the underpinning architectural technology roadmap			√	√
9. Common Use Applications across the Council	Taking an enterprise-wide perspective with the selection and use of IT systems, with a preference for consolidating to existing applications over the development of similar or duplicated applications, driving rationalisation of the ICT estate	√			√
10. Buy rather than Build	Pursue a strategy of using (configuring) fit-for-purpose packaged software rather than bespoke development of applications; also ensure sufficient and clearly defined budget across the life cycle	√			√

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7. Technology enablers
As-is analysis: Current Applications Architecture – RAG status (1)

Each component in scope was reviewed and assigned a RAG status by the ICT team:

•Poor fit or no existing or planned capability, requires further investigation or development

•Some fit, but with some outstanding questions or gaps to meet known future requirements. Also used id impact of 'poor fit' is limited

•Good fit of current systems and planned systems changes with requirements

(Part of the RAG analysis was based on the ICT and Customer First principles outlined in the previous slides.)

After the overall RAG status each individual component was assessed (refer to Appendix). It contains:

•The reason why the component is relevant to Customer First (and with what priority)

•The RAG status to indicate whether the component meets our expected future needs

•If not then what are the recommendations/actions

7. Technology enablers
As-is analysis: Current Applications Architecture – Summary Findings

CRM

- Unproven CRM solution purchased but not live
- Has standard CRM functionality
- Lack of evidence of ability to deliver Council services, and skills in the market
- Currently many double keying and switching of application screens for Contact Centre users

Payments

- Upgrade in progress which is likely to meet business needs

Portal / eForms

- No current self service portal capability within the Council
- Basic eForms package in use
- eForms skills not common in the market
- No experience of linking customer forms to back office systems

Integration

• No current means on integrating between systems

GIS

• Standard Council system in use
• May require upgrade to improve performance, number of users and ability to add location layers

Security

• Not currently able to support single sign on and identity management

Note: Each of these technology component was then furthered assessed, in terms of solution and vendor options. This forms the basis of the ICT design recommendations.

As-is analysis: Back office systems

Achieving the Customer First vision requires deep integration with the existing systems supporting each service area in scope and these systems form a key component of the end to end solution.

- We have conducted an initial review of business systems in scope of the 14 services

- Understanding feasibility of linking with each system and preparatory work required helps inform the business case and construct and implement plan

- Areas we looked at:
    - Whether business systems exist within the service areas in scope
    - Availability of interfaces to support integration systems
    - Anticipated changes of the course of the programme to avoid rework
    - Identify existing capacity issues that point to inability to handle increased demand placed on systems from front end transactions
    - Support from Suppliers, Super Users and ICT
    - Able to support development of the new processes without impacting live systems

- Informed through initial discussions with super users within departments, system vendors and ICT support teams

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7. Technology enablers
As-is analysis: Back office systems

Summary Findings

• There are 11 systems we need to integrate with; most appear to have the ability to support integration (this has yet to be tested with two systems or in detail with any)

• One service does not have a back office system in place at all - Non Leisure Activities

• There are a number of Access databases, spread sheets and paper lists that need consolidating

• Waste services system (Acolaid) does not offer a suitable platform for the service or for Customer First purposes and needs replacing

• Two systems Routewise and Terms (used in Schools Transport and Adult and Community Learning) do not currently have a test environment, this needs to be in place

• Two systems Acolaid (used in Waste, Flytipping and Highways) and Open revenues (Council Tax, Benefits) currently experiences significant performance issues which need resolving

• Two systems Routewise and Terms where support needs to be improved

7. Technology enablers
As-is analysis: Back office systems

Recommendations / Actions

• Agree solutions for services without viable systems in place, plan timescales – costs not considered in the business case

• Add separate test systems where required – hardware and potentially software costs considered in the business case

• Investigate and resolve performance issues on servers – allowance in the business case

• Continue working with suppliers to prove integration capabilities in line with CBC's new processes

• Work on building support knowledge, roles and responsibilities for systems where this is unclear

7. Technology enablers
Solution Overview

This diagram shows the different layers of technology component to enable Customer First:

• Channels: Customer Services centre and self service

• Front end: The CRM and the self service portal provides the front end user experience across multiple channels

• Supporting applications: eForms to capture information and other supporting applications to allow transactions online

• Integration Hub: Integration maintains the data between the front end and the back office systems

• Back end: The back office systems for the in-scope services

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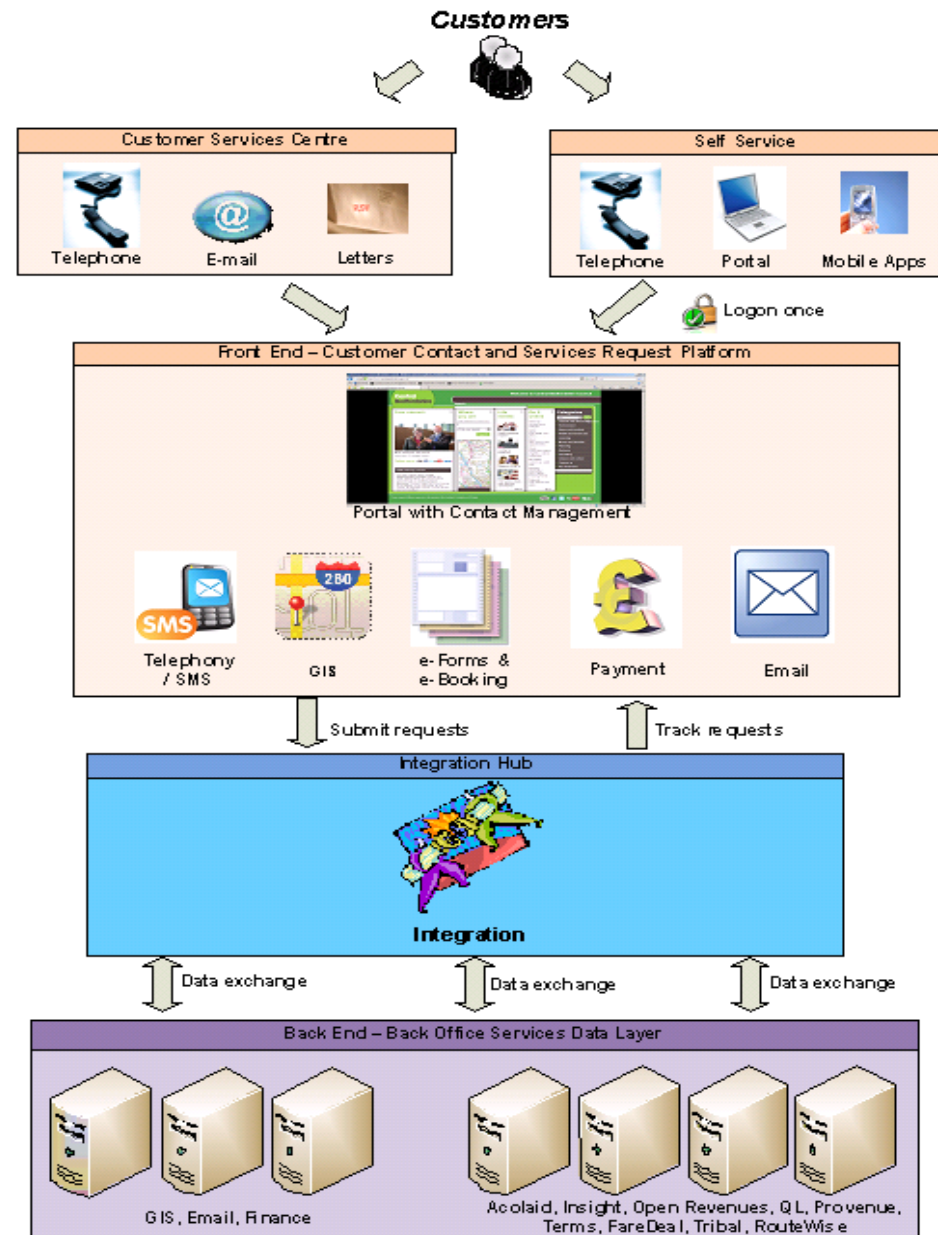
Solution Components - Description (1)

Component	Description
CRM	• Corporate solution to support customer contact events • Enablement of consistent processes and information across multiple channels (telephone and face-to-face) • Repository of and access to customer case history (contacts, interactions, documents, etc.)
Portal	Internet / intranet supporting self-services, transaction processing and publishing of information. Citizen portal allowing customers to log on and perform various services.
Integration	Supports integration and management of business processes and systems across the Council. Includes orchestration of two-way system-to-system integration.
Single sign on	Mainly focused on access control/identity management , data and network security of new channels, not council wide security (e.g. anti-virus).
eForms	eForms provide a mechanism for capturing information via web technologies – can be deployed rapidly and require minimal technical skills to build.

Solution Components - Description (2)

Component	Description
eBooking	Online booking system allows customers and Council users to manage appointments.
GIS	GIS system allows Council users, customers and external contractors to access real-time geographic information related to the services.
Payments	Receive and make payments for the consumption of council services.
Telephony	Key component to support the telephone customer contact channel.
Hosting	Define where the solution is resided, i.e. in house or managed services by a supplier.

Solution Components - Design considerations – CRM / Portal

Design factors

Information gathered from requirements workshop and customer engagement tells us that:

- Self service a key element
- Managing the phone channel is also important. The contact centre requires 1 system to manage customer contact

Option	Pros	Cons
Focus on buying a CRM with self service portal functionality	• Strong customer contact management and customer intelligence capability • Strong additional functionality in areas such as knowledge management and bookings. • Strong case management functionality which may be useful in future phases. • Standard route Council's have taken previously.	• From soft market testing the self service portal appeared weaker than expected and required customisation. • Additional functionality is more than the project needs, however it may be required elsewhere in the organisation at a future stage – this would push the costs to the project up. • Lack of experience in hosted solutions. • First release of services would have increased timescales.
Focus of buying Self Service Portal with contact management functionality	• Appears to meet the vision of the project and Customer First customer requirements. • Can also be used in the Contact Centre. • Lower cost than CRM. • Can be deployed quicker than the CRM • Can bring existing self service (e.g. Leisure booking) into the portal	• Basic customer management and telephony functionality. • Innovative approach as most Councils have bought a CRM first. • Lack additional functionality that other parts of the organisation may need.
Purchase both	• Full functionality	• Significantly higher cost, will go over capital budget. • Having both systems does not increase the savings • Need to support and maintain two technologies

Decision / Actions taken

- We have concluded that a Portal approach offers the functionality the Council requires at a more affordable price
- We have documented the requirements assuming a portal approach however the procurement activity will not exclude a CRM centric approach

Central Bedfordshire Council

7. Technology enablers
Solution Components - Design considerations – eForms

Design factors
- We currently have an eForms package – Top Level.
- We will need to develop lots of forms to deliver the detailed designs.
- Each CRM and Portal provider comes with its own forms package.
- These eForms are prepopulated by some vendors but will still require configuration where our processes differ or for any gaps.
- We do not want to be maintain two separate forms packages. Given this and the need for a consistent look and feel we would recommend a single package.

Option	Pros	Cons
Use existing eForm package, Top Level for Customer First implementation.	• Less additional extra cost . • We currently have the skills in house for this package.	• Need an additional integration from Top Level into the CRM / portal product. • Needs development skills to input complex logic. • Current forms that exist do not offer a positive experience for customers or for CBC. • As we are asking for a managed service, why would we keep this part of the implementation in house – goes against design principles
Use alternative eForm package as part of the supplier's integrated solution	• One less integration because of the out of the box integration between the forms and the CRM / portal. • Lower risk and cost to deliver as suppliers will implement and maintain the solution	• Additional software cost • Need to replace existing eForms for services in scope.

Decision / Actions taken
- We will use a integrated eForms package managed by the service provider.
- Procurement activity and planning will be based on this approach

Central Bedfordshire Council

Solution Components - Design considerations – Integration

Design factors
- Integration is integral to achieving back office savings
- There are 11 back office systems for us to integrate to in this phase. Most have interfaces available.
- Some services have unsupported system or no system at all, which adds complexity (e.g. Leisure)
- Will there be more systems to integrate in future, or wider integration requirement

Option	Pros	Cons
Screen-scraper (NDL)	• Low cost • Can integrate any two systems if no connector existing.	• Can be difficult to configure • Skills required are not that widely available in the market • Any change to underlying systems means integration needs updating
Point-to-point connectors / adaptors	• Seamless and deep integration • CRM / portal vendors have some existing connectors already • Quicker to roll out.	• High unit cost given the number of back office systems • Complete re-work if back office system is replaced • Constrained by the functionality of the connector
Middleware	• Lower effort when systems change or are updated. • Easier to add additional integrations once initial set up in completed. • Less linkage to maintain	• Additional cost to implement the platform – higher fixed cost up front.

Decision / Actions taken
- The Programme view is to use a middleware approach, however we will not be prescriptive in the tender.

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Solution Components - Design considerations – GIS

Design factors
- GIS capability (integrated with eForms) are essential for various services (e.g. Highways, Waste)
- We have gathered the detailed requirements regarding data layers required (e.g. LLPG, street light layer, grass layer, safe routes to school)
- Current GIS environment needs to be upgraded to support Customer First for resilience

Option	Pros	Cons
Keep existing GIS capability	• No investment required	• Cannot deliver benefits for several services
Upgrade GIS environment and purchase additional data layers	• Deliver benefits for services that will rely on accurate location tagging	• Cost associated

Decision / Actions taken
- Utilise the existing GIS system
- The procurement and planning activity will assume this approach

Central Bedfordshire Council

7. Technology enablers
Solution Components - Design considerations – Telephony

Design factors
- There are high volume calls for general enquiries/switchboard. Resulting in multi-handing of calls.
- There is a significant benefits to improve customer services based on introduction of voice recognition software

Option	Pros	Cons
Keep existing telephony functionality	• No investment required	• Cannot realise the benefits of the quick wins • No time and efficiency savings
Purchase voice recognition capability	• Divert calls to the appropriate officer / agent • Time and efficiency savings • Improves customer experience. Our customers have described being frustrated at being passed "from pillar to post" • Contact centre/Members do not want 'number pressing' option.	• Risk of bad press if not delivered properly

Decision / Actions taken
- Procurement of voice recognition software.
- We have separated specification and timing given Telephony is not closely linked to the main Portal/e-form software specification and are available from a different set of suppliers in the market

7. Technology enablers
Hosting considerations

> **We have conducted a technical architecture analysis with the ICT team to understand the current infrastructure and ICT capability and various hosting options.**

Design factors
• Customers will be accessing the solution 24/7.
• Has to be resilient, with very little down time.
• CBC direction of travel is for hosted and cloud based solutions
• Security (ensure customers can sign-on once and securely).
• Soft market testing has shown us hosted solutions are available on the market and we should be explicit about whether or not we require a hosted solution

Option	Pros	Cons
In-house	• Standard approach Councils have previously used.	• Currently needs major upgrade to make the infrastructure scalable, available and secure. • ICT currently lack the capacity for this. • Planned major infrastructure changes will be difficult during the ICT stability programme. • Higher cost, as both hardware and resources required.
Hosted – cloud	• Allows a quicker implementation. • Lower cost in the long term • Allows us to access the providers capability.	• Maturity of the market – there aren't many local authorities that have been down this route. We would be relatively early adopters. • Higher revenue cost in longer term.

Decision / Actions taken
• Adopt a hosted approach
• This approach has been taken through the planning and procurement activity

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7. Technology enablers
Infrastructure considerations

Although the portal solution is hosted externally, the end to end solution relies upon back office systems and supporting applications which are hosted internally within CBC. The aspects we have considered as part of our review of the internal CBC infrastructure are:

- Security and compliance standards (e.g. Co-co compliance, DMZ)
- Availability and resilience
- Scalability and capacity management (e.g. volume of web traffic)

As a result of the review, we have identified the need to upgrade the existing web infrastructure to support Customer First and the associated costing is considered in the business case.

Going forward the supplier will need to work closely with CBC ICT to develop the approach to support the various components of the solution as it will be a shared responsibility.

7. Technology enablers
Delivery considerations

We have conducted a ICT skills and capability review to understand options for developing and supporting the new Customer First solutions.

Design factors

• Most suppliers provide off the shelf solutions in many areas

- Support and maintenance available with hosting options as a fully managed service
- Very challenging timescales and high Political visibility
- Other major programmes and core ICT infrastructure changes in the pipeline

Option	Pros	Cons
In House	• One point of contact	• Capacity limited to take on development as well as infrastructure changes • Timescales to learn and become effective in the solutions – slower implementation
Supplier	• Off the shelf solutions • Expertise developing integrations • Shorter implementation timescales	• Controlling costs for future releases

Decision / Actions taken

• The decision is to utilise a supplier to undertake the development of the new solutions and support in a fully managed service, making best use of skills and capacity available from suppliers to support the Programme's timescales and reduce risk

• The option should be retained however to transfer future development in house if and when conditions change

• This approach has been reflected in the procurement and planning activity

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7. Technology enablers
Functional Requirements – the approach

The ICT stream was fully involved in all detail process workshop and ICT requirements were captured and mapped to the solution components.

1. Detailed output from workshop

Customer needs to register to access self service

The details of self-service request will be captured by an e-Form, with the following logic:…

The details of request will be captured by CRM system and available by agent with role 'service A'.

Service specific requirement Xxx

Service specific requirement yyy

…

2. Requirements fulfilled by

Portal / Single sign on

eForms

Portal / CRM

Will not be fulfilled at this stage as this is service specific

…

3. Summarised detailed functional specification across services (ready for implementation)

Portal
(a) Registration form available
(b) Registration details captured in xx x DB
(c) Security measures xxx

eForms
(a) Follow eligibility logic xxx
(b) Handle date fields like xxx
(c) Should allow users to save and continue

CRM
(a) Role based security enabled
(b) …

The full functional requirements capturing both generic and service specific requirements have formed the specification for software suppliers to meet. The functional requirements can be found in the Appendix

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8

Implementation Plan & HR Strategy

8. Emerging high level implementation plan

The following slides outline:
• the emerging high level implementation plan for the Customer First project
• the emerging detailed proposed implementation plan
• the proposed ordering of the services through the implementation
• the options that will determine the HR strategy followed through the implementation
• the likely implementation team to deliver the Customer First project
• the assumptions that have been used when developing these draft plans.

2012						2013			
July	A	S	O	N	D	J	F	M	A

Wave 1 – Services onto Self Service Portal

Lessons Learnt

Wave 2 – Services onto Self Service Portal

Implementation of self service and avoidable contact marketing campaigns - Linked to Wave 1 and 2 roll out

Wave 3 – Services Roll Out into Contact Centre, and remaining services onto Self Service Portal

Migration of back office process and staff to new Customer Service Centre

Implementation of training plan

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8. How should services be ordered?

The final ordering of the services within waves will be confirmed before the beginning of the implementation. The proposed starting position for the services are shown below.
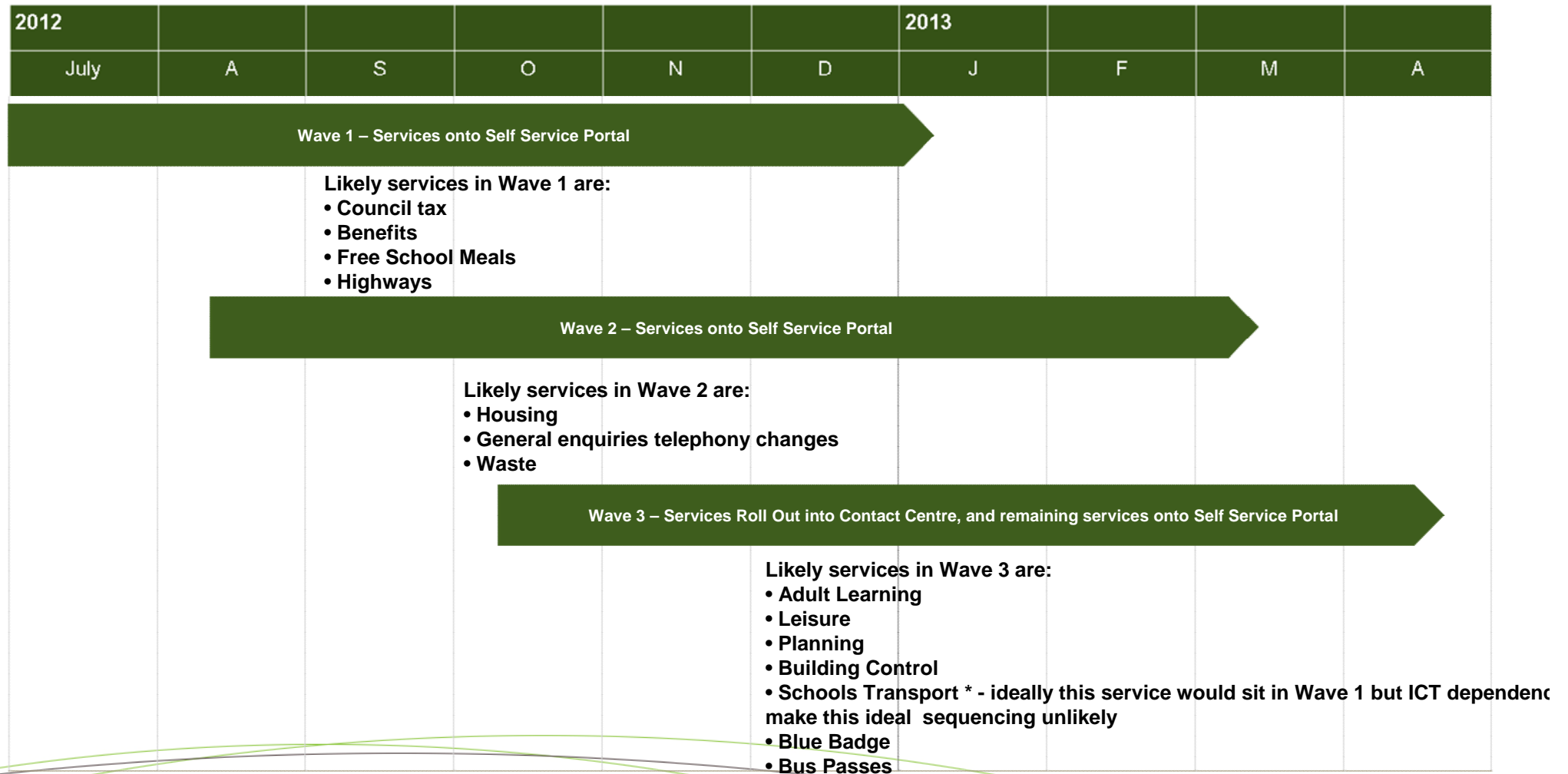
2012						2013			
July	A	S	O	N	D	J	F	M	A

Wave 1 – Services onto Self Service Portal

Likely services in Wave 1 are:
- **Council tax**
- **Benefits**
- **Free School Meals**
- **Highways**

Wave 2 – Services onto Self Service Portal

Likely services in Wave 2 are:
- **Housing**
- **General enquiries telephony changes**
- **Waste**

Wave 3 – Services Roll Out into Contact Centre, and remaining services onto Self Service Portal

Likely services in Wave 3 are:
- **Adult Learning**
- **Leisure**
- **Planning**
- **Building Control**
- **Schools Transport * - ideally this service would sit in Wave 1 but ICT dependenc[e] make this ideal sequencing unlikely**
- **Blue Badge**
- **Bus Passes**

8. HR Strategy to support the implementation

Approach to Change and HR to through the Design Phase

During the design stage the Change Workstream has:
• systematically mapped critical stakeholders in the programme and developed a communications plan
• developed core messages which are consistently used across project communications
• launched Customer First communications channels, including dedicated intranet pages and programme blog
• ensured appropriate consultation/communications with key audiences is being managed.
• began engaging the Trade Unions
• developed a draft HR strategy to support implementation

Approach to Change and HR to through Implementation

As we move from detailed design to implementation, it will be critical that the formal consultation process is well managed in order that staff are supported through the change and that we avoid unnecessary delays to realising the benefits.

We have developed two potential models for consultation, both of which are based on a 90 day consultation period beginning in mid August. The options are:
• a council wide consultation (option one); or
• a series of 30 day consultations with the staff affected in each of the individual service areas (option two).

Option one would be initiated with a section 188 notice being issued identifying the overall reduction and the number of staff by directorate. The target audience for the consultation would be all staff in those services in scope. Early in the consultation process, organisational structures, job descriptions and numbers of roles at each grade (and job losses) would be specified.
During the second month of the consultation more detail would be released about the selection process, criteria and timescale. During the consultation, feedback on any emerging alternative proposals would be released, together with confirmation of the next stage of development.

Option two would also be initiated with the section 188 being issued to all staff in those services in scope. Subsequently, however, individual service consultations would be managed for 30 day periods staggered through the 90 day period as appropriate.

These options are detailed on the subsequent two pages. A decision on which option to follow will be made before the start of implementation.

Central Bedfordshire Council

8. HR Strategy to support the implementation

Approach to Change and HR to through the Design Phase

During the design stage the Change Workstream has:

• systematically mapped critical stakeholders in the programme and developed a communications plan
• developed vision and core messages which are consistently used across project communications
• launched Customer First communications channels, including dedicated intranet pages and programme blog
• ensured appropriate consultation/communications with key audiences is being managed.
• engaging the Trade Unions
• developed a draft HR strategy to support implementation

Key Audience	Communication Needs	Communication Channels	Accountability
Managers & staff in scope	Engagement in shaping service, understanding rationale, implications and timescale for change.	Face to face workshops, briefings, information packs, FAQs – in advance of formal consultation process.	CEO, Programme Sponsor & Team Communications.
All other staff	Awareness of programme objectives and timescale for change.	Senior Management Group presentations and briefings. Regular updates in staff newsletters. Staff roadshows. Customer First Blog and intranet pages.	Communications with Programme Sponsor & Team.
Members	Information sufficient to enable effective scrutiny and decision making.	Formal reports, face to face briefings, presentations & regular updates in Member Information Bulletin. Intranet pages on Customer First.	Political sponsor, Programme Sponsor and Communications.
Other stakeholders, e.g. Trade Unions, ICT etc.	Understanding rationale for programme, implications and timescales for change.	Face to face briefings, workshops and supplementary written communications.	Programme sponsor and Team with HR and Communications.

Central Bedfordshire Council

8. HR Strategy to support the implementation

Approach to Change and HR to through Implementation

As we move from detailed design to implementation, it will be critical that the formal consultation process is well managed in order that staff are supported through the change and that we avoid unnecessary delays to realising the benefits.

We have developed two potential models for consultation, both of which are based on a 90 day consultation period beginning in September. The options are:

• a council wide consultation (option one); or
• a series of 30 day consultations with the staff affected in each of the individual service areas (option two).

Option one would be initiated with a section 188 being issued identifying the overall reduction and the number of staff by directorate. The target audience for the consultation would be all staff in those services in scope. Early in the consultation process, organisational structures, job descriptions and numbers of roles at each grade (and job losses) would be specified.

During the second month of the consultation more detail would be released about the selection process, criteria and timescale. During the consultation, feedback on any emerging alternative proposals would be released, together with confirmation of the next stage of development.

Option two would also be initiated with the section 188 being issued to all staff in those services in scope. Subsequently, however, individual service consultations would be managed for 30 day periods staggered through the 90 day period as appropriate.

These options are detailed on the subsequent two pages and both would be implemented in line with the Council's "Managing Change" process in order to minimise the risk of compulsory redundancies.

A decision on which option for the consultation should be followed will be made before the start of implementation.

8. HR Strategy – Staggered 30 days consultations

	Month 1	Month 2	Month 3	Month 4

Key Dates

Start of consultation (1st Day)

Individual service consultations for 30 days - Staggered through the 90 day period as appropriate

End of consultation (week 14)

Outcome of consultation (week 15/16)

Information Provided

Issue 188 covering:
- No. of affected staff by directorate
- Overall reduction by directorate
- Consultation Time Frame and time table

- **Detailed:**
  - Organisational Structures
  - Job Descriptions
  - Numbers of roles at each grade
  - Reductions by service
- **Outline of:**
- Selection Process, criteria and timescales
- Support available

- **FAQ's – general and service specific**

At end of each service specific consultation, move towards implementation as appropriate

- End of consultation summary - general
- Implementation

Engagement Channels

F2F Briefing by location

F2F Briefings by service & location, one to one meetings

Outcome Emailed & on Intranet

8. Implementation Phase
Programme Governance

Governance for the implementation phase of the programme is currently being reviewed. The diagram below gives an outline of the expected governance arrangement. The programme will continue to be sponsored by the Assistant Chief Executive. The programme board will be made up of representatives from across Central Bedfordshire. The programme manager will be responsible for all programme issues including our relationships with third party suppliers. This will include any ICT suppliers. The Delivery Manager will be responsible for insuring that the implementation phase is completed to plan.

Programme Sponsor — Assistant Chief Executive

Programme Board — Includes representation from ICT, Customer Services, the in scope services, Communications and PWC

Management of all programme matters, including relationships with third party suppliers.

Programme Manager

Delivery Manager — Management of the delivery of the implementation and benefits realisation

Programme Workstream

Marketing Workstream

Process Workstream

Change Workstream

Technology Workstream

Benefits Realisation Workstream

8. Assumptions made when developing the implementation plan

The draft implementation plan is based on the following assumptions that will be challenged and amended as part of the mobilisation phase of the implementation:

- A technology provider will be procured and in place to start the implementation on July 1st.

- The technology provider will be able to deliver the integrations required as part of the implementation

- The plan will be subject to change and review by the technology portal provider.

- The implementation of the self service portal will be split into at least two waves. These waves will go live before the contact centre to help to prove the demand for customer self service. Each wave will be accompanied by a clear and sustained marketing plan.

- The decision on which consultation approach to follow will be made before the start of the implementation.

- Benefits realisation will not wait until the end of the implementation. Each service will manage vacancies and deliver a portion of their savings in year.

9

Business Case – Costs and Benefits

9. Business Case

This section will outline:

• How benefits were calculated for each service

• The expected reduction in contact volumes as a result of customers self serving on line

• The expected savings from the reduction in contact volumes

• The expected reduction in workload as a result of the new process changes.

• The expected savings from the new process changes

• The assumptions used in defining the benefits

• The total costs for the implementation of the changes

• Cost benefit payback period.

9. Business Case

The benefits have been calculated by bringing together all of the elements of the business case. This includes

• Applying the results of the Customer Insight to the current contact volumes to allow us to calculate how many customers will use the self service portal.

• Reviewing all processes for process improvements, which improve the quality of service for customers and reduce the workload for the Back Office teams.

• The following slides outline the calculations that have taken place for each individual service

Inputs to Business Case	Benefits Identified
Existing contact volumes for all services	
What customers use these services	
How likely each customer type is to use online self service	Reduction in workload due to reduced customer contacts (self service)
Where customers currently contact	
How many customers currently use the existing self service routes	Benefits across all services
How many staff currently handle the contacts	
Opportunities to reduce time taken to deliver process by removing non value add activities	Reduction in workload due to process improvements
Volumes of each process activity in each services area	
Opportunities to reduce spend on materials such as printing by removing non value add activities	Savings from non staff budgets

Central Bedfordshire Council

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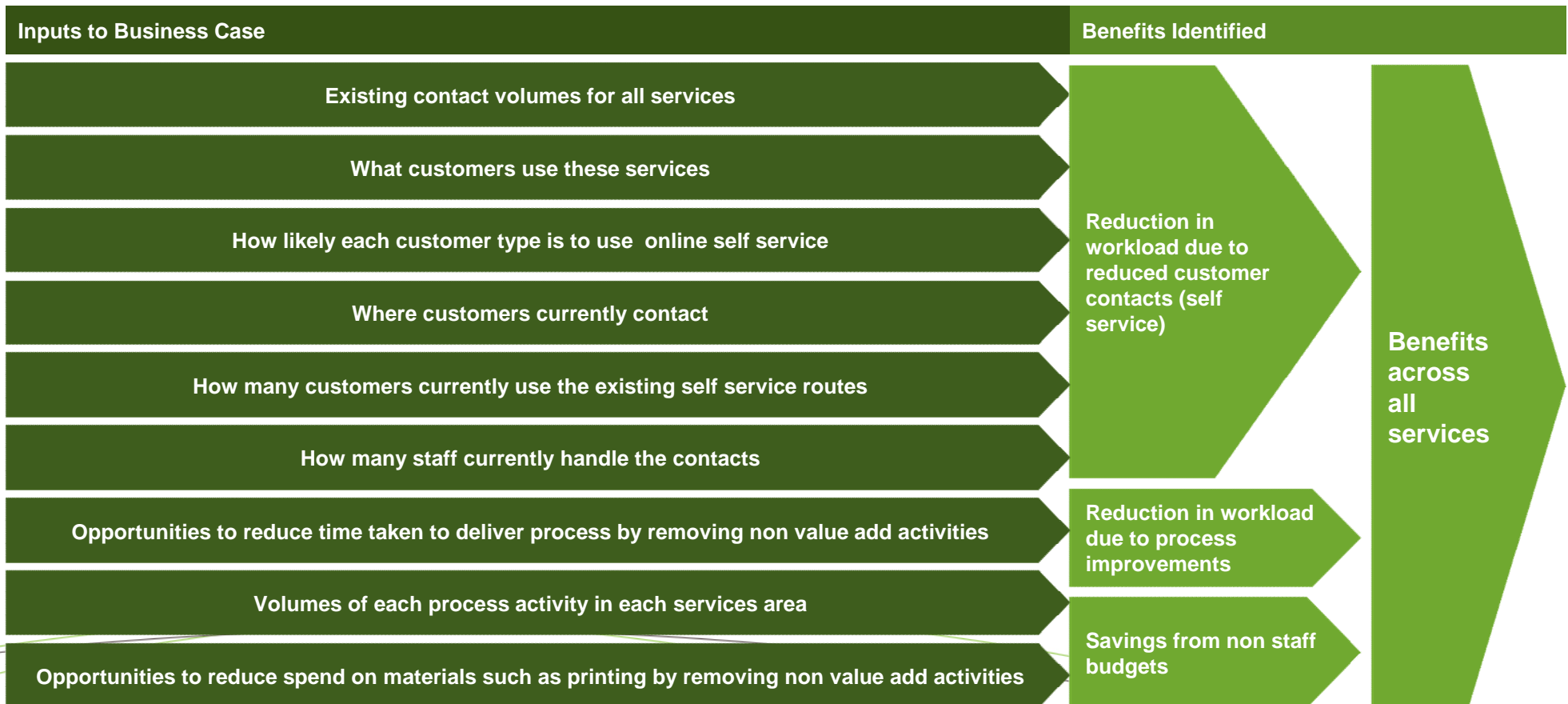
9. Business Case

The following slides break down the potential benefits into two tables:

• The first of these show reduction in workload in the Contact Centre and services due to Self Service. The areas which drive this savings are:

> • Less customers contacting the Contact Centre due to availability and marketing of self service.

> • Less contacts being passed through to the services due to more in depth service offered in the Contact Centre.

> • Filtering out of the switchboard type enquiries from the Contact Centre using voice recognition software.

> • Moving more services into the existing contact centre.

Reduction in workload due to reduced customer contacts (self service)

Reduction in workload due to process improvements

Savings from non staff budgets

• The second table shows the potential reduction in workload due to process improvements identified by the service and any potential savings from non staff budgets. The major areas which drive this savings are:

> • Improved eligibility checking, reducing customer demand for a service

> • Systems integration reducing the need for a service to retype information between systems.

9. Business Case

In each of the following slides, the volume of contacts received by the council, and the average time that is spent by an advisor or officer handling each contact, is broken down into a number of categories. Outlined below is an overview of these categories and what data each contains:

Service Specific:

• Contact Centre Calls – Calls to the contact centre which relate to the service

• Back Office Calls (Direct) – Calls to a service originating from an external number. These calls are made to the back office directly, or arrive via the General Enquiries line when a customer requests to talk to a named officer, or be connected to a specific service

• Back Office Calls (Transfers) – Calls that have been transferred to a service, having originated in the contact centre. This excludes named officer or service area requests made via the General Enquiries line

• Contact Centre Emails – Emails received by the contact centre which relate to the service

• Face-to-face queries – The number of face-to-face queries made regarding the service

Contact Centre:

• Service Areas in scope – All telephony and email contacts received by the contact centre relating to services which are within the scope of the Customer First programme. This data includes calls which arrive via the General Enquiries line and are then transferred within the contact centre, resulting in an additional contact

• General Enquiries – All telephony contacts received by the contact centre on the General Enquiries line. This includes general enquiries from customers, internal enquiries from CBC staff, and requests for a named officer or service area from customers

• Service Areas not in scope - All telephony and email contacts received by the contact centre relating to services which are not currently within the scope of the Customer First programme.

9. Business Case

How were the reductions in customer contact calculated?
Example Service 1 – A service that is already in the contact centre

Before Customer First

Customer emails

Calls requesting a service

Calls asking for service area

Calls requesting a named officer

Contact Centre

Calls passed through to service for resolution when Contact Centre cannot resolve

Calls requesting a named officer

Service Area

Calls direct to officers from public

After Customer First

Customer emails **(Unchanged)**

Calls requesting a service **(Reduced by % customers willing to shift who have not yet shifted)**

Calls asking for service area **(Reduced by 90%)**

Calls requesting a named officer **(Reduced by 80%)**

Contact Centre

Calls passed through to service for resolution when Contact Centre cannot resolve **(Reduced by % customers willing to shift who have not yet shifted)**

Calls requesting a named officer **(Unchanged)**

Service Area

Calls direct to officer from public **(Unchanged)**

Central Bedfordshire Council

9. Business Case

How were the reductions in customer contact calculated?
Example Service 2 – A service that is not in the contact centre

Before Customer First

After Customer First

Calls asking for service area

Calls requesting a named officer

Calls requesting a service
(These calls moved from service to contact centre and reduced by % customers willing to shift who have not yet shifted)

Calls asking for service area
(Reduced by 90%)

Calls requesting a named officer
(Reduced by 80%)

Contact Centre

Contact Centre

Calls passed through to service for resolution

Calls requesting a named officer

Calls passed through to service for resolution when Contact Centre cannot resolve
(Reduced by % customers willing to shift who have not yet shifted)

Calls requesting a named officer
(Unchanged)

Calls requesting a service

Service Area

Service Area

Calls direct to officers from public

Calls direct to officer from public
(Unchanged)

Central Bedfordshire Council

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9. Business Case

Sustainable Communities – Adult Skills and Community Learning
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	325
Current avg call length	154 secs
Back Office Calls (Direct)	13,797
Back Office Calls (Transfers)	54
Current avg call length	208 secs
Contact Centre Emails	156
Face-to-Face Queries	0

Total Contacts	**14,332**
Total Hours	**829**

Most likely to use the service: *Sarah & Mike*

Least likely to use the service: *Isobel & Warren*

Customers who said they want to access this service online	58.4%
Current level of customer self service	0%

Proportion of remaining customers who want to shift	58.4%	Contacts affected	14,044

Future Customer Contacts

Contact Centre Calls	5,820
Expected change to avg call length	+54 secs
Back Office Calls (Direct)	132
Back Office Calls (Transfers)	0
Expected change to avg call length	+0 secs
Contact Centre Emails	156
Face-to-Face Queries	0

Future Contacts	**6,108**
Future Hours	**357**

Key Changes:

- Majority of customer contact able to be handled through self service portal
- Remaining telephone contacts primarily handled by contact centre
- Existing customer contact activity with back office moving into contact centre, making a saving as these volumes are added into the Contact Centre, due to the lower volumes due to customers shift in channels

FTE currently handling customer contact in service	**5.2**
Expected FTE reduction due to lower workloads	**3.0**

Reduction in customer contact workload currently handled in the back office

57%

Sustainable Communities – Building Control
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	3,048
Current avg call length	198 secs
Back Office Calls (Direct)	8,992
Back Office Calls (Transfers)	784
Current avg call length	219 secs
Contact Centre Emails	204
Face-to-Face Queries	282

Total Contacts	13,310
Total Hours	828

Most likely to use the Service: *Jack & Samantha*

Least likely to use the Service: *Jane & Rob*

Customers who said they want to access this service online	59.4%
Current level of customer self service	4.1%

Proportion of remaining customers who want to shift	55.3%	Contacts affected	3,832

Future Customer Contacts

Contact Centre Calls	1,361
Expected change to avg call length	+51 secs
Back Office Calls (Direct)	8,992
Back Office Calls (Transfers)	0
Expected change to avg call length	+3 secs
Contact Centre Emails	204
Face-to-Face Queries	282

Future Contacts	10,839
Future Hours	711

Key Changes:

- Greater proportion of customer contact to be handled via self service
- Case work calls received directly to the service to continue
- Increased depth of service offered into contact centre to reduce transfers to the service area.

FTE currently handling customer contact in service	2
Expected FTE reduction due to lower workloads	0.0

Reduction in customer contact workload currently handled in the back office

7%

9. Business Case
Sustainable Communities – Building Control
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Building Control Back Office Team	Lack of integration between Submit-a-plan and Acolaid necessitates the printing and scanning of applications received via this method	Submit-a-plan integrated with Acolaid, eliminating the need to print and scan in applications	144 Applications a year	0.0FTE
	Payments can currently be made via the telephone to customer services or by cheque	Customers have the option to make an online payment, subsequently reducing the amount of time spent reconciling payments with accounts	½ hour per month	0.0 FTE
	Customers call the council and leave a voice message to request an inspection	Online appointment system to remove the manual process of listening to messages left on hotline and retrieving details from Acolaid	At least 1 hour per day currently	0.0FTE
Building Control non-staff saving	Lack of integration between Submit-a-plan and Acolaid necessitates the printing of applications submitted via this method	Submit-a-plan integrated with Acolaid, eliminating the need to print applications	144 Applications a year	£172
		Total FTESaving		0.0 fte
		Total Non-FTE Saving		£172

Additional opportunities outside of Customer First scope

Key service area / process	Areas we can improve	How will it work in the future
Building Control Surveyors	Surveyors require printed copies of all plans before conducting a site inspection and must return to the office to complete paperwork	Mobile working enables surveyors to view plans digitally using a mobile working solution and complete paperwork remotely

9. Business Case

Sustainable Communities – Highways
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	21,762
Current avg call length	392 secs
Back Office Calls (Direct)	3,287
Back Office Calls (Transfers)	3,435
Current avg call length	389 secs
Contact Centre Emails	12,344
Face-to-Face Queries	292

Total Contacts 41,120

Total Hours 5,411

Most likely to use the Service: *Sarah & Mike*

Least likely to use the Service: *Jack & Samantha*

Customers who said they want to access this service online — **58.1%**

Current level of customer self service — **4.6%**

Proportion of remaining customers who want to shift — **52.8%**

Contacts affected — **21,197**

Future Customer Contacts

Contact Centre Calls	10,128
Expected change to avg call length	+0 secs
Back Office Calls (Direct)	3,287
Back Office Calls (Transfers)	1,599
Expected change to avg call length	+6 secs
Contact Centre Emails	12,344
Face-to-Face Queries	292

Future Contacts 27,650

Future Hours 3,955

Key Changes:

- Majority of customer contact continue be handled by contact centre, reduction in volumes and savings delivered there rather than in service.
- Existing direct customer contact with the contractor remains the same
- Greater proportion of customer contact to be handled via self service portal, reducing handover to the third party provider.

FTE currently handling customer contact in service — **0**

Expected FTE reduction due to lower workloads — **0**

Reduction in customer contact workload currently handled in the back office — **26%**

Sustainable Communities – Leisure
Impact of putting in place new service designs

Current Customer Contacts
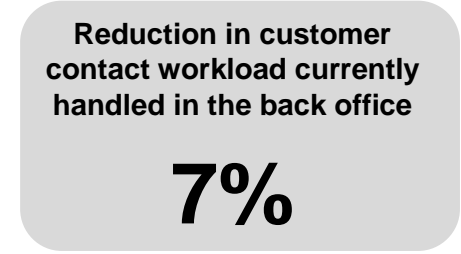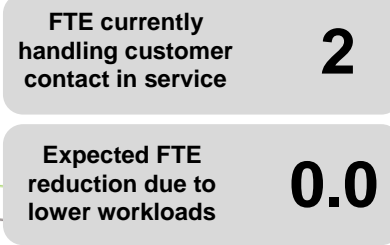
Contact Centre Calls	763
Current avg call length	154 secs
Back Office Calls (Direct – Majority for LB Theatre)	11,183
Back Office Calls (Transfers)	146
Current avg call length	133 secs
Contact Centre Emails	76
Face-to-Face Queries	119

Total Contacts	**12,286**
Total Hours	**470**

Most likely to use the Service: *Jack & Samantha*

Least likely to use the Service: *Isobel & Warren*

Customers who said they want to access this service online	58.8%
Current level of customer self service	0%

Proportion of remaining customers who want to shift	58.8%
Contacts affected	11,696

Future Customer Contacts

Contact Centre Calls	4,829
Expected change to avg call length	-20 secs
Back Office Calls (Direct)	396
Back Office Calls (Transfers)	0
Expected change to avg call length	+51 secs
Contact Centre Emails	76
Face-to-Face Queries	119

Future Contacts	**5,420**
Future Hours	**217**

Key Changes:

- Majority of customer contact for Theatre Booking in Leighton Buzzard and small volumes booking for Leisure Courses to be handled via self service
- Remaining telephone contacts primarily handled by contact centre
- Existing customer contact activity with back office, including Leighton Buzzard Theatre, moving into contact centre

FTE currently handling customer contact in service	**1.2**
Expected FTE reduction due to lower workloads	**0.9**

Reduction in customer contact workload currently handled in the back office

76%

9. Business Case

Sustainable Communities – Leisure
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Leighton Buzzard Theatre	Face-to-face booking are completed in the theatre, on the 3rd floor of the building containing the Leighton Buzzard library	Face-to-face bookings to be completed by library staff on the lower floors	-	1 FTE
	Telephony bookings are made by contacting the on-site theatre representative	Customers will be able to make bookings online or by contacting customer services		
	Customers can collect their tickets from the venue or have them delivered by post for a fee of £0.50. The cost of printing and postage is estimated at £0.70 per order	Customers will be able to have their tickets emailed to them to print at home at no charge	8,762 calls to Leighton Buzzard Theatre Box Office	£1000
		Total FTESaving		1.00
		Total Non-FTE Saving		£1,000

Sustainable Communities – Planning
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	24,888
Current avg call length	204 secs
Back Office Calls (Direct)	14,430
Back Office Calls (Transfers)	6,274
Current avg call length	317 secs
Contact Centre Emails	1,427
Face-to-Face Queries	955

Total Contacts	**47,974**
Total Hours	**3,531**

Most likely to use the Service: *Jack & Samantha*

Least likely to use the Service: *Jane & Rob*

Customers who said they want to access this service online	59.4%
Current level of customer self service	1.4%

Proportion of remaining customers who want to shift	58%	Contacts affected	31,162

Future Customer Contacts

Contact Centre Calls	10,447
Expected change to avg call length	+0 secs
Back Office Calls (Direct)	14,430
Back Office Calls (Transfers)	2,634
Expected change to avg call length	-4 secs
Contact Centre Emails	1,427
Face-to-Face Queries	955

Future Contacts	**29,893**
Future Hours	**2,375**

Key Changes:

- Greater proportion of initial customer contact to be handled via self service
- Case work calls received directly to the service to continue
- Increased depth of service offered into contact centre to reduce transfers to the service area

FTE currently handling customer contact in service	**4**
Expected FTE reduction due to lower workloads	**0.7**

Reduction in customer contact workload currently handled in the back office

18%

9. Business Case
Sustainable Communities – Planning
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Planning Back Office Team	Applications submitted via the Planning Portal are printed, stamped and scanned into Acolaid	Planning Portal, ECM and Acolaid all integrated to eliminate this necessity	980 applications	0.91 FTE
	For each application submitted online, a minimum of 3 copies of the plans are printed	ECM allows Planners to view all plans on their computer or on wireless device, reducing the need to print submitted plans	980 applications	1.37 FTE
	Plans are printed and forwarded to a Senior Planner for review	ECM to allow Planners to workflow applications to Senior Planners, who can view all materials on their computer or wireless device	980 applications	0.46 FTE
	Lack of visibility regarding the amount that applicants have to pay, leading to large numbers of over/under payments	Improved visibility of the payment calculator during the payment process in order to reduce the number of over/under payments which administration need to resolve	½ hour per day	0.06 FTE
Planning non-staff saving	Planners print multiple copies of each set of plans during the application process at an estimated cost of £0.12 per page	Integration of the Planning Portal, ECM and Accolade to reduce the volume of printing, enabling Planners to view plans on their computer or wireless device	980 applications	£5,880
		Total FTESaving		2.80
		Total Non-FTE Saving		£5,880

Sustainable Communities – Planning
Savings by proposed initiative and process area

Additional opportunities outside of Customer First scope

Key service area / process	Areas we can improve	How will it work in the future
Planning	Planners require printed copies of plans before conducting a site visit, and must return to the office to complete paperwork	Mobile working enables planners to view plans digitally using a mobile working solution and complete paperwork remotely

Central Bedfordshire Council

9. Business Case

Sustainable Communities – School Transport
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	4,910
Current avg call length	246 secs
Back Office Calls (Direct)	1,233
Back Office Calls (Transfers)	472
Current avg call length	333 secs
Contact Centre Emails	228
Face-to-Face Queries	56

Total Contacts	**6,899**
Total Hours	**522**

Most likely to use the Service: Sarah & Mike

Least likely to use the Service: Jane & Rob

Customers who said they want to access this service online	63%
Current level of customer self service	0%

Proportion of remaining customers who want to shift	63%	Contacts affected	6,153

Future Customer Contacts

Contact Centre Calls	2,101
Expected change to avg call length	+41 secs
Back Office Calls (Direct)	462
Back Office Calls (Transfers)	0
Expected change to avg call length	-10 secs
Contact Centre Emails	228
Face-to-Face Queries	56

Future Contacts	**2,847**
Future Hours	**237**

Key Changes:

- Majority of customer contact able to be handled through self service portal
- Remaining telephone contacts primarily handled by contact centre
- Majority of existing customer contact activity with service area moving into contact centre

FTE currently handling customer contact in service	**0.8**
Expected FTE reduction due to lower workloads	**0.0**

Reduction in customer contact workload currently handled in the back office

56%

Central Bedfordshire Council

193

Sustainable Communities – Waste
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	76,750
Current avg call length	308 secs
Back Office Calls (Direct)	13,869
Back Office Calls (Transfers)	8,257
Current avg call length	360 secs
Contact Centre Emails	9,568
Face-to-Face Queries	1,207

Total Contacts	**109,651**

Total Hours	**10,830**

Most likely to use the Service: *Sarah & Mike*

Least likely to use the Service: *Isobel & Warren*

Customers who said they want to access this service online	**58.8%**

Current level of customer self service	**2.8%**

Proportion of remaining customers who want to shift	**56%**	**Contacts affected**	**85,007**

Future Customer Contacts

Contact Centre Calls	33,719
Expected change to avg call length	+0 secs
Back Office Calls (Direct)	13,869
Back Office Calls (Transfers)	3,628
Expected change to avg call length	-5 secs
Contact Centre Emails	9,568
Face-to-Face Queries	1,207

Future Contacts	**61,991**

Future Hours	**6,658**

Key Changes:

- Majority of customer contact to be handled by contact centre, with large volumes of self service through the portal.
- Existing direct dial calls from customer to the service areas to remain unchanged.
- Increased depth of service offered into contact centre to reduce transfers to the service area.

FTE currently handling customer contact in service	**1.2**
Expected FTE reduction due to lower workloads	**0.0**

Reduction in customer contact workload currently handled in the back office
22%

Central Bedfordshire Council

9. Business Case

Children's Services – Web Based Commissioning
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Music Lessons	Customers are able to apply for music lessons online, but payments must be made by telephone, cheque, or Direct Debit	Capability to take online payments for music lessons when the application is made	906 customers not paying by Direct Debit	0.00 FTE
			Total FTESaving	0.00
			Total Non-FTE Saving	£0

Central Bedfordshire Council

Social Care, Health and Housing – Blue Badges
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	8,718
Current avg call length	362 secs
Back Office Calls (Direct)	2,068
Back Office Calls (Transfers)	777
Current avg call length	418 secs
Contact Centre Emails	228
Face-to-Face Queries	486

Total Contacts	12,277
Total Hours	1,319

Most likely to use the Service: *Isobel & Warren*

Least likely to use the Service: *Jack & Samantha*

Customers who said they want to access this service online	42%

Current level of customer self service	5.9%

Proportion of remaining customers who want to shift	36.1%	Contacts affected	9,495

Future Customer Contacts

Contact Centre Calls	5,573
Expected change to avg call length	+0 secs
Back Office Calls (Direct)	2,068
Back Office Calls (Transfers)	497
Expected change to avg call length	+12 secs
Contact Centre Emails	228
Face-to-Face Queries	486

Future Contacts	8,852
Future Hours	979

Key Changes:

- Majority of customer contact to be handled by contact centre
- Existing direct customer contact with back office remain unchanged
- Additionally a greater proportion of customers to self serve using direct.gov.uk

FTE currently handling customer contact in service	0.4
Expected FTE reduction due to lower workloads	0

Reduction in customer contact workload currently handled in the back office
7%

9. Business Case

Social Care, Health and Housing – Housing
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	36,827
Current avg call length	229 secs
Back Office Calls (Direct)	59,598
Back Office Calls (Transfers)	4,297
Current avg call length	250 secs
Contact Centre Emails	2,766
Face-to-Face Queries	7,116

Total Contacts	102,511

Total Hours	8,680

Most likely to use the Service: Sarah & Mike

Least likely to use the Service: Jane & Rob

Customers who said they want to access this service online	49.1%

Current level of customer self service	13.3%

Proportion of remaining customers who want to shift	35.8%	Contacts affected	41,124

Future Customer Contacts

Contact Centre Calls	37,523
Expected change to avg call length	+34 secs
Back Office Calls (Direct)	45,724
Back Office Calls (Transfers)	0
Expected change to avg call length	-7 secs
Contact Centre Emails	2,766
Face-to-Face Queries	7,116

Future Contacts	93,129

Future Hours	7,729

Key Changes:

- Greater proportion of customer contact to be handled via self service for Housing Options and general Housing Advice, so savings outlined on this slide not HRA funded.
- Existing customer contact activity with back office Housing Repairs team moving into contact centre
- Majority of remaining telephone contacts handled by the back office

FTE currently handling customer contact in service	**6.5**

Expected FTE reduction due to lower workloads	**0.7**

Reduction in customer contact workload currently handled in the back office	**9%**

9. Business Case
Social Care, Health and Housing – Housing
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Housing Register Back Office Team	Unable to prevent customers applying for social housing, leading to high numbers of applications where the customer has no realistic chance of ever being housed	Eligibility checker at the start of the application process, providing an indication of their likely banding and waiting time, deterring low priority applications or those who are not eligible from registering	73 fewer applications received	0.13 FTE
	No online application capability. All applications are paper based and must be submitted via post or at a face-to-face location, and require the information to be manually keyed into QL	Option of completing an online application form, integrated with QL, to reduce the need to key information manually. Additional integration with Civica to determine the benefits status of applicants	915 applications	0.43 FTE
Private Sector Housing Back Office Team	Applicants for certain grants are subject to means testing, with a number of applicants failing to meet to required criteria	Partial means test available online for private sector housing grants, reducing the number of applications received	578 applications	0.01 FTE
	Applicants for grants and/or licences can be submitted via post or online, which generates an email. The information must then be manually keyed into the back office system	Online private sector housing grant / licence application forms integrated with the back office system, eliminating the manual keying of information		
Housing Repairs Team	Dedicated Housing Repairs Team within the back office function	Housing Repairs to be handled by the contact centre	2 FTE handling repairs calls	2 FTE
	Repairs that are reported online arrive as an email which must be manually keyed into the back office system	Online forms for reporting repairs are fully integrated with the back office system, eliminating the need to manually key the information	377 e-forms completed	

9. Business Case
Social Care, Health and Housing – Housing
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Housing Repairs Team (continued)	Payments relating to Housing Repairs can be made via cheque, telephone, or in instalments. Reconciling payments with accounts is challenging and the cost of repairs can go unrecovered	Online payment facility for rechargeable repairs, linking payments to accounts, thus reducing the need to chase and allocate payments manually	As above	As above
Housing non-staff saving	When an applicant is placed on the housing register, they are sent a PIN number via post to allow them to bid on properties at an estimated cost of £0.70 per letter	Upon an application being successful, applicants will be able to access their PIN via the Planning Portal, or receive it via post	2,757 letters	£716
		Total FTESaving		2.57
		Total Non-FTE Saving		£716

Additional opportunities outside of Customer First scope

Key service area / process	Areas we can improve	How will it work in the future
Private Sector Housing Officers	Officers conduct a visit with grant applicants to ensure that they meet all eligibility criteria, completing a full application during the visit. The officer then returns to the office to manually key the information obtained	Mobile working enables officers to complete applications with customers remotely instead of returning to the office

Central Bedfordshire Council

9. Business Case

Corporate Resources – Concessionary Bus Passes
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	1,123
Current avg call length	260 secs
Back Office Calls (Direct)	650
Back Office Calls (Transfers)	323
Current avg call length	468 secs
Contact Centre Emails	114
Face-to-Face Queries	2,049

Total Contacts	4,259
Total Hours	501

Most likely to use the Service: *Isobel & Warren*

Least likely to use the Service: *Sarah & Mike*

Customers who said they want to access this service online	51.4%
Current level of customer self service	0%

Proportion of remaining customers who want to shift	51.4%	Contacts affected	1,146

Future Customer Contacts

Contact Centre Calls	546
Expected change to avg call length	+0 secs
Back Office Calls (Direct)	650
Back Office Calls (Transfers)	157
Expected change to avg call length	+5 secs
Contact Centre Emails	114
Face-to-Face Queries	2,049

Future Contacts	3,516
Future Hours	439

Key Changes:

- Majority of initial customer contact to be handled through self service portal
- Case work calls received directly to the service to continue to the existing policy manager.
- Increased depth of service offered into contact centre to reduce transfers to the existing policy manager.

FTE currently handling customer contact in service	1
Expected FTE reduction due to lower workloads	0

Reduction in customer contact workload currently handled in the back office

16%

9. Business Case

Corporate Resources – Council Tax, Benefits and Free School Meals
Impact of putting in place new service designs

Current Customer Contacts

Contact Centre Calls	103,949
Current avg call length	394 secs
Back Office Calls (Direct)	26,880
Back Office Calls (Transfers)	11,295
Current avg call length	333 secs
Contact Centre Emails	2,902
Face-to-Face Queries	33,349

Total Contacts	178,375
Total Hours	**22,403**

Most likely to use the Service: Jane & Rob

Least likely to use the Service: Isobel & Warren

Customers who said they want to access this service online	56.5%

Current level of customer self service	35.8%

Proportion of remaining customers who want to shift	20.7%	Contacts affected	115,244

Future Customer Contacts

Contact Centre Calls	82,409
Expected change to avg call length	+42 secs
Back Office Calls (Direct)	26.880
Back Office Calls (Transfers)	0
Expected change to avg call length	-24 secs
Contact Centre Emails	2,902
Face-to-Face Queries	33,349

Future Contacts	145,540
Future Hours	**19,792**

Key Changes:

- Greater proportion of customer contact to be handled via self service
- Case work calls received directly to the service to continue
- Increased depth of service offered into contact centre to reduce transfers to the service area

FTE currently handling customer contact in service	**12**
Expected FTE reduction due to lower workloads	**4.2**

Reduction in customer contact workload currently handled in the back office

35%

9. Business Case

Corporate Resources – Council Tax, Benefits and Free School Meals
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Benefits Back Office Team	It is estimated that 1 in 10 claimants for benefits are ineligible, and that the use of an eligibility calculator prior to completing the full claim can prevent half of these applications	Eligibility checker to be completed online prior to a benefit application being submitted in order to deter applicants who are not likely to be successful	330 fewer applications received	0.06 FTE
	Typically 75% of paper claims result in returns/clarifications, creating an estimated 51 minutes of additional work	The implementation of an intelligent forms package will increase the accuracy and completeness of customer applications, reducing this figure to an estimated 25%	3,135 fewer returns / clarifications	2.50 FTE
	Due to long processing times and current backlogs, large numbers of customer enquiries are received regarding their application status	Faster processing of applications leading to a reduction in the number of queries from applicants regarding their benefit application status	6,270 applications	0.42 FTE
Council Tax, Benefits and Free School Meals Back Office Teams	Applications are currently manually keyed into the appropriate back office system	All applications or change of circumstance notifications to be integrated with back office systems, thereby eliminating the keying of information – estimated 81% of all applications will be submitted online with the remainder postal applications.	44,453 applications	5.24 FTE
Council Tax, Benefits & Free School Meals non-staff saving	Customers are posted applications on request at a cost of £1.50 per application for professional printing, and an additional £0.70 for envelope and postage	Customer services to no longer print and post application forms to customers	22,841 applications	£50,250
	Applications submitted at a face-to-face location are workflowed to the back office who print the application for rekeying	Back office team to no longer print applications handed in at customer services, who scan and workflow the application	4,521 applications	£540
			Total FTE Saving	8.22
			Total Non-FTE Saving	£50,790

Central Bedfordshire Council

Corporate Resources – Contact Centre
Impact of putting in place new service designs

Current Customer Contacts

Service Areas in scope of Customer First	224,394
Current avg call length	352 secs
General Enquiries	239,938
Current avg call length	102 secs
Service Areas not in scope of Customer First	167,813
Current avg call length	282 secs

Total Contacts	**720,827**

Total Hours	**50,542**

Most likely to use the service:

Jack & Samantha   **John & Victoria**

Sarah & Mike   **Jane & Rob**

Isobel & Warren

Contact Centre volumes for services in scope	**553,014**

Future Customer Contacts

Service Areas in scope of Customer First	223,783
Expected change to avg call length	+29 secs
General Enquiries	42,044
Expected change to avg call length	+122 secs
Service Areas not in scope of Customer First	167,813
Expected change to avg call length	+0 secs

Future Contacts	**434,251**

Future Hours	**39,478**

Key Changes:

- Existing customer contact activity within service areas moving into contact centre for multiple services including Housing Repairs and Adult Learning.
- This increased volume of work partly offsets the large decrease in volume for services that are already in the Contact Centre.
- Increased depth of knowledge for multiple services, leading to higher handling times and fewer transfers to the back office
- Voice recognition successfully diverts majority of switchboard requests for named officers and services
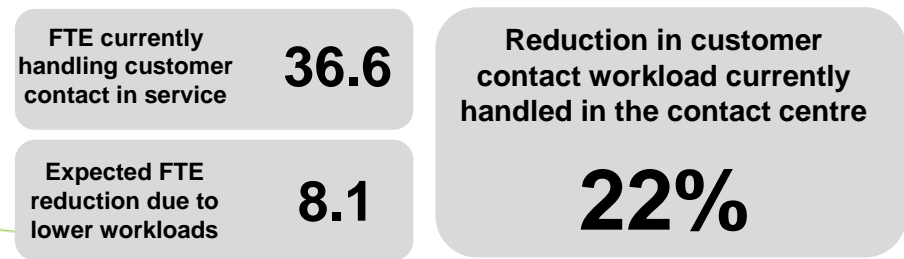
FTE currently handling customer contact in service	**36.6**

Expected FTE reduction due to lower workloads	**8.1**

Reduction in customer contact workload currently handled in the contact centre

22%

9. Business Case

Corporate Resources – Contact Centre
Impact of putting in place new service designs

The Contact Centre will see a significant reduction in the volume of calls being received for contacts in the contact centre. However this will be balanced by:

• Additional customer contacts coming through the Contact Centre for services such as Adult Learning and Housing.

• The calls that remain in the Contact Centre being of longer length as additional depth of service can be offered to customers.

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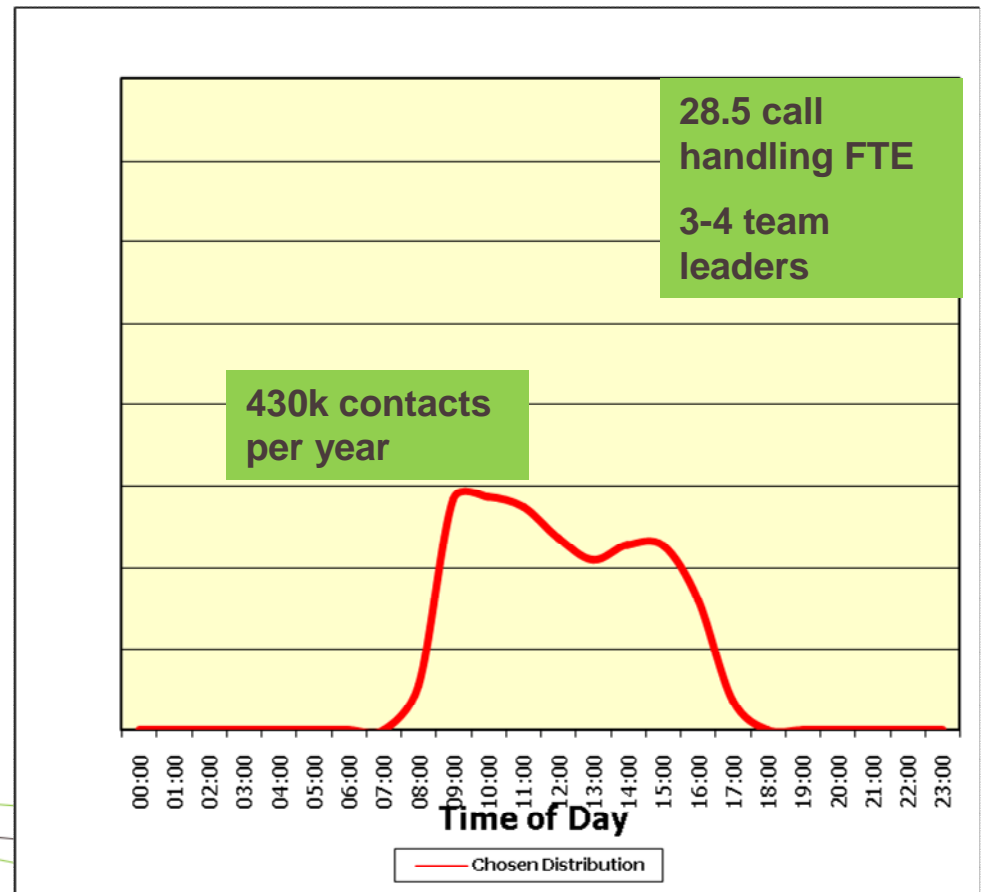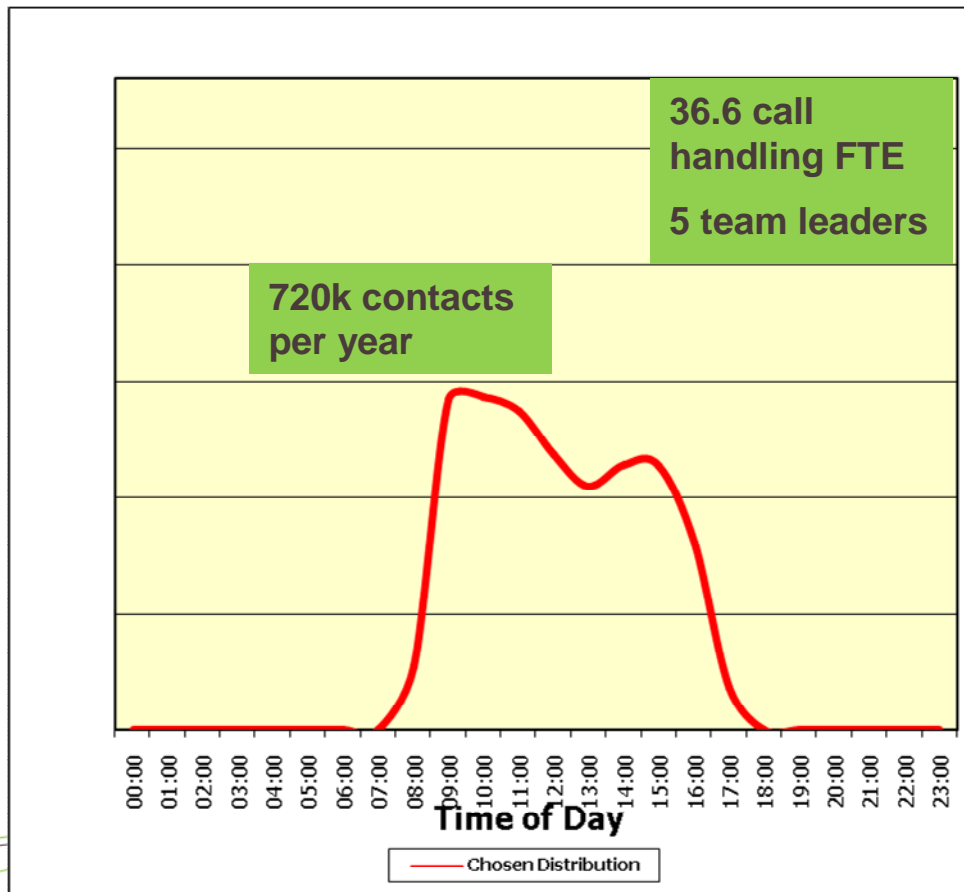
9. Business Case

Corporate Resources – Contact Centre
Savings by proposed initiative and process area

Key service area / process	Areas we can improve	How will it work in the future	Current Volume	Expected Gross Benefit (£/FTE)
Customer Contact Centre Management	A reduction in the number of telephone agents operating in the contact centre will require a lighter management structure	The reduction in telephone agents from 36.6 to 28.5 is likely to lead to a reduction in the need for team leaders, and management in the Contact Centre of 1-2 FTE.	8-9 FTE reduction in telephone agents	1-2 FTE
		Total FTESaving		1-2.00
		Total Non-FTE Saving		£0

9. Business Case

Total Savings
Savings by directorate and service area

The table below outlines the savings that can be achieved across each service

Directorate	Service	Potential Savings Due to Self Service	Potential Savings Due to Process Improvements	Potential Total FTE Savings	Potential Non Staff Savings	Total*
Sustainable Communities	Adult Skills and Community Learning	£61,192	£0	3.0	£0	£61,912
	Building Control	£0	£0	0.0	£172	£172
	Highways	£0	£0	0.0	£0	£0
	Leisure	£27,674	£30748	1.9	£1,000	£59,422
	Planning	£17,530	£70,121	3.5	£5,880	£93,531
	School Transport	£14,679	£0	0.0	£0	£0
	Waste	£7,973	£0	0.0	£0	£0
Children's Services	Web Based Commissioning for Schools	£0	£0	0.0	£0	£0
Social Care, Health and Housing	Blue Badges	£0	£0	0.0	£0	£0
	Housing	£23,840	£88,549	3.3	£716	£113,105
Corporate Services	Concessionary Bus Passes	£0	£0	0.0	£0	£0
	Council Tax, Benefits and Free School Meals	£127,136	£248,218	12.4	£50,790	£426,144
	Contact Centre	£186,296	£35,000 - £70,000	9.1-10.1	£0	£221,296 - £256,296
				Total 34.5-35.5fte		**£975,572 - £1,010,582**

* Calculated using average salary per service affected team (shown at end of section 9)

9. Business Case
Summary of savings through self service
Savings by directorate and service area

The table below outlines the savings that can be achieved from the reduction in customer contact from self service in each service

Directorate	Service	Current FTE Handling Customer Contact	Potential Reduction in Workload	Potential Reduction in FTE	Potential Savings from FTE Reduction*
Sustainable Communities	Adult Skills and Community Learning	5.2	57%	3.0	£61,912
	Building Control	2.0	7%	0.0	£0
	Highways	0	26%	0.0	£0
	Leisure	1.2	76%	0.9	£27,674
	Planning	4.0	19%	0.7	£17,530
	School Transport	0.8	58%	0.0	£0
	Waste	1.2	22%	0.0	£0
Children's Services	Schools Web Based Commissioning	0	0%	0.0	£0
Social Care, Health and Housing	Blue Badges	0	7%	0	£0
	Housing	6.5	9%	0.7	£23,840
Corporate Services	Concessionary Bus Passes	0	16%	0	£0
	Council Tax, Benefits and Free School Meals	12	35%	4.2	£127,136
	Contact Centre	36.6	22%	8.1	£186,296

Total 18.7 FTE   **£444,388**

* Calculated using average salary per service affected team (shown at end of section 9)

9. Business Case
Summary of savings through process improvements (1)
Savings by directorate and service area

The table below outlines the savings that can be achieved from the process savings in each service

Directorate	Service	Potential FTE Savings from Process Improvements	Potential Non Staff Savings from Process Improvements	High Level Explanation for Savings	Total Potential Savings*
Sustainable Communities	Adult Skills and Community Learning	0.0	£0	• N/A	£0
	Building Control	0.0	£172	• Online appointments and electronic payments reducing service workload.	£172
	Highways	0.0	£0	• N/A	£0
	Leisure	1.0	£1,000	• Using Library Staff in face to face reception in Leighton Buzzard Theatre	£31,749
	Planning	2.8	£5,880	• Systems integrations reducing need to print and rescan information. • Plans can be passed between officers electronically.	£76,001
	School Transport	0.0	£0	• N/A	£0
	Waste	0.0	£0	• N/A	£0
Children's Services	Web Based Commissioning for Schools	0.0	£0	• N/A	£0

* Calculated using average salary per service affected team (shown at end of section 9)

9. Business Case
Summary of savings through process improvements (2)
Savings by directorate and service area

The table below outlines the savings that can be achieved from the process savings in each service

Directorate	Service	Potential FTE Savings from Process Improvements	Potential Non Staff Savings from Process Improvements	High Level Explanation for Savings	Total Potential Savings*
Social Care, Health and Housing	Blue Badges	0.0	£0	• N/A	£0
	Housing	2.6	£716	• Filtering cases from entering the Council due to self service eligibility checker. • Integration eliminates need for paper applications to be manually retyped into QL. • Integration removes need for all repairs currently reported online to be retyped into service system. • Housing repairs calls to be handled by multi skilled agents in Contact Centre.	£89,265
Corporate Services	Concessionary Bus Passes	0.0	£0	• N/A	£0
	Council Tax, Benefits and Free School Meals	8.2	£50,790	• Self service eligibility checker will reduce the applications received that are assessed and do not qualify for benefits. • Intelligent data capture online will reduce the current high levels of inaccuracy received with the paper applications. • Integration will remove the current need for change of circumstances requests to be manually retyped between systems,	£299,008
	Contact Centre	1-2.0	£0	• Reduction in management overhead as smaller teams of agents.	£35,000 - £70,000
	Total	**15.8 - 16.8 FTE**	**£58,558**		**£531,195 - £566,195**

* Calculated using average salary per service affected team (shown at end of section 9)
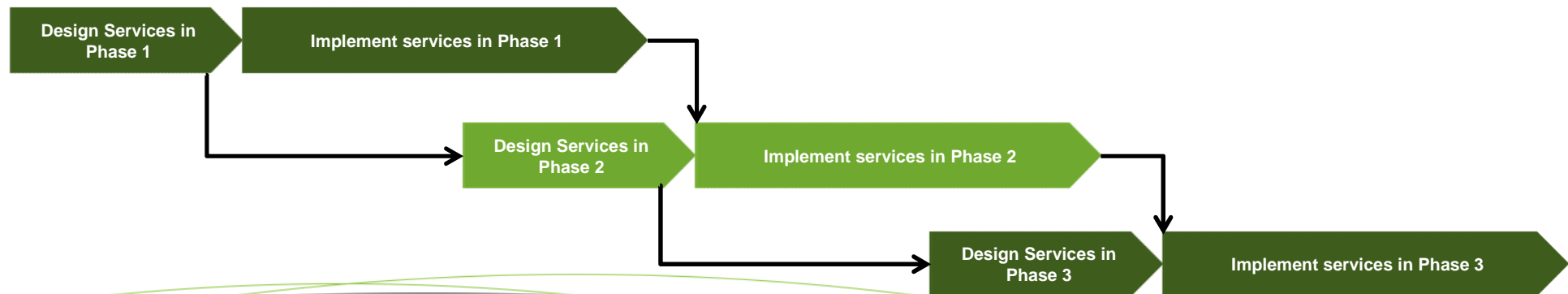
9. Business Case
Driving additional savings

Customer First is a continual process. This business case identifies the first steps in the journey. It outlines the capital investment that has to be made in order to lay the foundations of the programme. It also identifies the benefits that we will realise in the first stage of the programme. We are confident that the programme can, in the future, deliver further significant savings by transforming services to meet the need of our customers. There are a number of initiatives that will be pursued to increase the benefits further. These are:

• **Pursuing additional process improvements** – Section 9 shows a number of opportunities that fall outside the scope of Customer First that could be taken forward by the Council. These predominately revolve around wider usage of mobile working, enabled by the new portal. By building these into the implementation plan the gross benefits will be increased.

• **Applying the same approach to new services** – the services in scope for this business case do not account for many of the types of services that our customers contact us about. Notable omissions are in high volume areas such as Adult Social Care and Registrars. We now have a trained, skilled project team who can take their learning from this detailed design stage and work with additional services. These services can be rolled into the future implementation plan, improving the way customers access out services across the Council and delivering increased benefits.

In order to increase the benefits of the programme a second detailed design phase will run in parallel with the implementation stage of phase 1. This approach is highlighted in the diagram below.

Assumptions made when developing the business case (1)

The benefits case is based on the following assumptions. These will be challenged and updated throughout the implementation phase of the implementation:

•The Contact Centre reductions takes into account an increased workload from taking on more depth in existing services such as Council tax, and also handling calls from services such as Adult Learning and Leisure for the first time.

•Demand for services will remain constant to the current volumes.

•An average salary has been used for each affected team. This is shown in the following slide.

•The size of the teams in each service currently carrying out customer contact activity has been developed with service teams. The overall size of the teams have been determined in each case, and then the proportion of their time spent on customer contact has been applied. The default figure used is 40% where the service which has been developed through the experience of the Council project team.

•There will be no change in the demand for face to face or email services as part of this implementation.

•The Contact Centre will begin answering contacts for Adult Learning and Leisure services.

•The voice recognition telephone system will filter out 90% of contacts that ask for a particular service area.

•The voice recognition telephone system will filter out 80% of contacts that ask for a named officer.

•All sizes of existing teams in each service that deal with customer contact have been calculated by the project team and will be signed off with each service.

•The existing service standards and performance will be maintained in the Contact Centre.

•All staffing assumptions have been subject to a 35% shrinkage value, to take into account staff training, lunch and other non value add activities.

•Housing eligibility checks have been assumed capable of filtering out 80% of application who would definitely not qualify for Housing.

9. Business Case

Assumptions made when developing the business case (2)

An average salary has been used for each affected team. This is shown in the table below, and includes on costs.

Service Area	Average Salary Of Teams Affected (Including on costs)
Contact Centre Management	£35,000
School Transport	£36,698
Housing	£34,057
Leisure	£30,749
Council Tax, Benefits and Free School Meals	£30,271
Waste	£26,580
Planning	£25,043
Building Control	£24,675
Contact Centre CSA	£23,000
Blue Badges	£21,879
Adult Skills and Community Learning	£20,637

Central Bedfordshire Council

1. Business Case
Financial Implications – Cash Position

The tables below give a financial summary of the implementation phase of the programme. The phase will commence in early July (subject to Executive sign off), and will take approximately 9 months to deliver. The programme delivers a positive net impact to CBC from 2013/14, and pays back in 3.2 years.

Expenditure Type	£M					
	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Total Gross Capital Costs (including Contingency)	-1.689	0.000	0.000	0.000	0.000	-1.689
Total Gross Revenue Costs (including Contingency)	-0.396	-0.384	-0.365	-0.355	-0.345	-1.844
Total Costs	**-2.086**	**-0.384**	**-0.365**	**-0.355**	**-0.345**	**-3.534**
Projected Gross Benefits (Savings, Income)	**0.485**	**1.010**	**1.010**	**1.010**	**1.010**	**4.525**
Total Net Impact to CBC (Gross Benefits less Total Costs)	**-1.601**	**0.626**	**0.645**	**0.655**	**0.665**	**0.991**

Supporting Information	Value
Cost of Capital	4.5%
Total Cost of Capital Borrowing (at 5% per annum over 25 years)	2.112
Net Present Value (NPV) £M	0.690
Internal Rate of Return (IRR) %	22%
Payback Period (in years)	3.2
Return on Investment (ROI)	1.3

Note: The 2012/13 capital costs are £189k above the existing 2012/13 allocation in the capital programme. Therefore £189k will have to be brought forward from 2013/14.

1. Business Case
Financial Implications – Revenue Impact

The table below shows the impact of the programme on revenue.

Expenditure Type		2012/13 £M	2013/14 £M	2014/15 £M	2015/16 £M	2016/17 £M	Total £M
Ongoing Revenue Costs:							
ICT Hosting, Maintenance & Support		-0.111	-0.221	-0.221	-0.221	-0.221	-0.995
ICT Resourcing		-0.035	-0.070	-0.070	-0.070	-0.070	-0.315
Contingency		-0.015	-0.029	-0.029	-0.029	-0.029	-0.131
Total		**-0.160**	**-0.320**	**-0.320**	**-0.320**	**-0.320**	**-1.441**
Redundancy Costs (incl. Pension Strain where applicable)		-0.163					
Sub Total - Revenue Costs		**-0.323**	**-0.320**	**-0.320**	**-0.320**	**-0.320**	**-1.604**
Minimum Revenue Provision (MRP) for Capital		0	-0.338	-0.338	-0.338	-0.338	**-1.352**
Cost of Capital Borrowing	4.5%	-0.076	-0.076	-0.076	-0.076	-0.076	**-0.380**
Working capital borrowing costs	1.5%	0.002	0.013	0.031	0.041	0.052	**0.139**
Total Gross Revenue Costs		**-0.396**	**-0.721**	**-0.703**	**-0.693**	**-0.682**	**-3.196**
Contingency Revenue Budget	0%	0.000	0.000	0.000	0.000	0.000	0.000
Total Gross Revenue Costs including Contingency		**-0.396**	**-0.721**	**-0.703**	**-0.693**	**-0.682**	**-3.196**
Projected Gross Revenue Benefits							
Savings		0.485	1.010	1.010	1.010	1.010	4.525
Total Projected Gross Revenue Benefits		**0.485**	**1.010**	**1.010**	**1.010**	**1.010**	**4.525**
Total Net Impact to CBC		**0.089**	**0.289**	**0.307**	**0.317**	**0.328**	**1.329**

Note: It is assumed that only 50% of ongoing revenue costs will be paid in 2012/13.

9. Business Case
Strategic Project Risks

The strategic risks that relate the programme are:

Risk	Impact	Mitigating Action
There is a risk that the programme will not realise its financial benefits	Delays/changes to the programme will result in the Council not achieving the efficiency savings that are outlined in the Medium Term financial plan	•Programme currently profiled to meet this year's financial benefits •Further detailed design will be carried out in parallel with the implementation phase to maximise benefits
There is a risk that, as a result of customer not shifting channels, telephony demand will not decrease	This would result in over demand on our telephone channel, which would mean extra waiting times and unsatisfied customers.	•Propensity to shift estimates based on primary research
There is a risk that: •Responses to our tender do not cover all services; or •The responses are prohibitively costly.	This would result in delays to the programme, which would impact the ability to make efficiency savings – particularly In 2012/13.	•Market warming exercises carried out to gauge capability and cost of organisations. •High end estimates built in to cost base •Review cost benefit in light of supplier responses
There is a risk that the ICT Stability Programme impact on our timescales	There are a number of activities currently planned as part of the stability programme, that could potentially cause disruption or delay the programme.	•The Customer First ICT lead will work closely with ICT colleagues to understand the impact. •Major Projects Programme Manager sits on Programme Board
There is a risk that, as a result of other major ICT programmes, the ICT department does not have the capacity to deliver the programme.	Inability to deliver the programme would result in either an inability to achieve benefits or the introduction of a system that is not fit for purpose	•Supplier to undertake design and development of new solutions •Hosted approach adopted to reduce dependency on new ICT infrastructure •A fully managed service approach will be taken to the on-going support and development, reducing dependency on ICT •Budgeting for additional resource to support the internal ICT changes required

Central Bedfordshire Council