

**TO: EXECUTIVE
9 MAY 2017**

**CITIZEN AND CUSTOMER CONTACT TRANSFORMATION PROGRAMME
Director of Corporate Services**

1 PURPOSE OF REPORT

- 1.1 To update the Executive on the outcome of the Plan Phase of the Citizen and Customer Contact review.

2 RECOMMENDATION

- 2.1 **The Executive endorses the Recommendations in the attached Appendix 1 from the Plan Phase of the Citizen and Customer Contact Transformation Programme.**

3 REASONS FOR RECOMMENDATION

- 3.1 The programme must move to the Do Phase in order to implement the principles for the customer experience and achieve the anticipated outcomes and savings for 2020 and beyond.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 The Citizen and Customer Contact review is led by the Director of Corporate Services supported by a Programme Board (CMT) and a Programme Team consisting of senior managers of services in scope, together with managers from outside these services to offer challenge, and external partners and advisers. All functions with an external customer facing aspect are in scope for this review

- 5.2 The principal aim of the programme is to achieve a substantial reduction in the cost of service provision by:

1. Maximising the efficiency and integration of all access channels.
2. Moving to digital channels where possible.
3. Identifying those in greatest need to target with joined-up services.
4. Identifying and promoting opportunities for citizen self-reliance.
5. Identifying the most cost-effective models of delivery.

These aims were agreed by Members following the Analyse Phase gateway review.

- 5.3 Maximising the efficiency and integration of all access channels for customers: In this Plan Phase we have:-

- Identified all areas of the Council involved in delivering services directly to the customer or managing customer contact and we assessed the scale and cost of this.
- Undertaken the task of identifying duplication and double handling of customers and customer data.

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- Held workshops with the voluntary sector and volunteers currently working for the Council to prepare a strategy for maximising the independence of citizens and their ability to meet their own needs, thus reducing demand for customer contact.
 - We are drafting a new communications approach on how best to communicate service expectations and how customer services can help to build citizens' self-reliance.
 - We are identifying new ways of measuring and monitoring the success of the Council in encouraging greater self-reliance and reducing demand.
 - We have developed a set of principles to underpin the new Customer experience for customers and citizens within Bracknell forest to guide our future ways of working.
 - In line with this we have identified, by way of service redesign workshops held with three pilot areas (Highways, Adult Social Care Intake Team and Multi Agency Safeguarding Hub), opportunities for systems and process rationalisation and improvements along the whole customer journey, including the contribution of service delivery partners.
 - We are currently identifying ways to increase the speed of the move to more digital delivery of services and will carry out a cost /benefit analysis of each option.
- 5.4 Ensuring we are prioritising and targeting our services at people and areas with the greatest need: In this Plan Phase we have:-
- Identified 300 high need households, who make the greatest demand on the Council's and its partners' services, and those at greatest risk will be supported to lead more fulfilling and autonomous lives.
 - We are currently identifying the appropriate level of performance of frontline services that balances need and prevention with the resources available.
 - Working with the voluntary sector and the volunteers already working with the Council, we are identifying how communities and citizens could become more self-reliant and how residents may help deliver services.
- 5.5 Considering ways of improving the cost effectiveness of our services. In the Plan Phase we have:-
- Evaluated the advantages and disadvantages of the current model of delivery to the customer, by means of customer journey mapping, and direction of travel, and assessed its cost effectiveness of current processes.
 - We have produced a blueprint design for the Customer Experience to improve the cost effectiveness of customer service across the Council.
 - We are currently identifying opportunities to improve the marketing, take-up and income collection of revenue generating activities particularly where these deliver net financial benefits to the Council, including opportunities for improving debt collection.
- 5.6 Customer contact and its costs are important aspects of service delivery. We have explored options for this to be effectively delivered at a lower cost through use of digital means to reduce the overall end-to-end costs of service delivery whilst increasing the autonomy of the customer. We have reviewed current service levels and what it is reasonable to ask citizens to do for themselves as well as continuing to encourage more self-reliance and use of digital channels.

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- 5.7 In the Plan Phase of the project, we examined ways of focusing effort on those in greatest need or who generate most demand. This required bringing together information where possible across the Council and with other partners to ensure more effective co-ordination of the support for those in greatest need, who consume most services, and to help prevent people from being at risk of needing more support in future. This identified potential for future cost avoidance through better coordinated working across the Council and with partners.
- 5.8 The Council has experience of encouraging the use of volunteers and plans to expand the use of volunteers are being developed, particularly where this may allow much valued services to be maintained or enhanced.
- 5.9 In this Plan Phase, the new approaches have been co-designed with partners and staff by means of a series of workshops to design the new blueprint for the customer experience and principles to underpin the way of working. In line with this a series of workshops was held with the three pilot areas (Highways, ASC Intake Team and MASH) to redesign their services, with a key focus on digital development and simplification of process for the customer. A sourcing strategy and an implementation plan have been developed.
- 5.10 In the Plan Phase we identified areas where technology could support the new customer experience by mapping all the planned upcoming technology for customer facing services. Explicit links to Organisational Development strategy, Customer Contact strategy and ICT and Digital strategy will be key during the implementation phase of Citizen and Customer Contact Programme.
- 5.11 The Citizen and Customer Contact Review is a key enabling programme of work that will facilitate digitalisation of services, better management of customer demand and more effective coordination of services. All of these improvements in how we deal with customer interactions will result in cost reductions. Delivery of the new customer experience blueprint will require investment in key enabling technologies and projects. A business case will be developed for each investment required, detailing the full cost of implementation, and the potential savings that would result from its wider roll-out. A key measure of the success of each project within each work stream will be the level of saving generated when compared with the investment required.
- 5.12 In the Do and Review Phases, those plans will be implemented and their effectiveness monitored. The work streams in the implementation phase will be:
- Implementing the new customer experience
 - Developing close partnership working
 - Delivering the approach to processes, technology and information
 - Better meeting the needs of high needs customers
 - Implementing governance arrangements for the new customer experience
 - Rolling out service redesign
 - Implementing the new approach to communications
 - Reviewing the sourcing options
- 5.13 In order to achieve cost savings the Council will have to adopt a less risk adverse culture. An increased tolerance of risk allows for more efficient processes, which in turn deliver the required savings.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There are no specific legal implications arising from this report.

Borough Treasurer

- 6.2 The original savings target for this review was £1m over 2017/18 and 2018/19. It was subsequently identified that there is significant cross-over between this review and others looking at changing the way the Council interacts with customers, particularly in social care services. A specific savings target for this review was therefore removed from the final 2017/18 budget proposals. The Gateway Review does, however, highlight areas where it is expected that savings can be delivered without any risk of double counting and these will be actively pursued.

Equalities Impact Assessment

- 6.3 An EIA screening has been completed at the start of the Do Phase to consider the equalities issues in relation to the wider workforce and residents. A copy of the screening is attached at Appendix 2

Strategic Risk Management Issues

- 6.4 The key project risks include:
- Capacity to deliver the programme overall
 - Missed opportunities affect level of change
 - Staff in key teams might not fully engage
 - Individual sourcing decisions do not fit into the vision
 - Robustness of financial information
 - Double counting and overestimation of savings.
 - Pilots focus on redesign at expense of a broader transformational perspective
 - The scale of change may be too large for the organisation
 - Investment in new technology may result in significant cost, and may not deliver anticipated benefits

7 CONSULTATION

Principal Groups Consulted

- 7.1 Over 180 staff were involved via a series of workshops, in designing the new customer experience which underpins the programme objectives. The Programme team was drawn from all Directorates and endorsed the recommendations on 29th March 2017. Workshops were held with both volunteers and voluntary community groups during the Plan Phase of this programme. The Senior Leadership Group (CMT) was consulted at CMT on 22nd March 2017 and also endorsed the recommendations of the programme team.

Method of Consultation

- 7.2 Trade Unions have been updated on progress via meetings with the Chief Officer for HR and the Director of Corporate Services. A presentation was delivered to CMT (acting as the Programme Board) on 22nd March and to the Overview and Scrutiny Commission members at a Gateway Review on 3 April 2017.

Representations Received

7.3 None.

Contact for further information

Alison Sanders, Director of Corporate Services - 01344 355621
Alison.sanders@bracknell-forest.gov.uk

Bobby Mulheir, Chief Officer: Customer Services - 01344 352096
Bobby.mulheir@bracknell-forest.gov.uk

Sarah Holman, Project Manager – 01344 354179
Sarah.holman@bracknell-forest.gov.uk