Report Title:	**Telephony Options**
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor S Rayner, Lead Member for Culture and Communities including Resident and Business Services
Meeting and Date:	Cabinet - 24 August 2017
Responsible Officer(s):	Andy Jeffs, Executive Director
Wards affected:	All

www.rbwm.gov.uk Royal Borough of Windsor & Maidenhead

REPORT SUMMARY

1 The phone performance of the contact centre has significantly improved since corrective action was taken at the end of May 2017, and since 8 June 2017, 96.8% of all calls received have been answered, and 88.7% of these calls have been answered within 60 seconds, compared previously to 60%.

2 This paper proposes that the council's telephone system is upgraded at a capital cost of £273,000.

3 This investment not only supports the existing improvements in performance, it provides significant additional functionality to the contact centre and the council's wider telephony, delivering additional improvements to the service provided to residents, businesses and staff.

4 This investment also provides on-going annual revenue saving of £80,000.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

i) Approves capital budget of £273,000 in 2017/18 to upgrade the existing customer service centre and wider council telephony system.

ii) Notes the continued improvement in telephony performance, and requests quarterly updates on contact centre performance as part of the Performance Management Framework.

2 REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Background

2.1 Cabinet agreed in November 2016 to merge Customer Services with Culture, Libraries and Registration to create a single combined front facing service, Library and Resident Services. The new service which was successfully launched on 1 July 2017, and now delivers face to face, telephony and digital services across three service hubs in, Ascot, Windsor and Maidenhead seven days a week.

2.2 The Royal Borough's drivers for telephony have changed over the last few years, requiring the technology to be better, flexible and easier for residents, back office staff, customer service staff and mobile workers to use. Works to integrate Adult and Children's services into Optalis and AfC have provided different working arrangements to be developed and the system is unable to satisfy these requirements.

Telephone technology requirements

2.3 The telephone technology requirements are split into two distinct areas:

- Contact centre
- The wider council

Contact centre

2.4 The contact centre is the first point of contact for residents phoning the council, now over seven days a week. Residents want to know how long they will have to wait, or how many people are in the queue or have options including a call back facility without losing their place in the queue. It is essential that the council can record and play immediate messages of information or advice when required and that resources can be increased by using a bank of trained zero hours staff working from home or remotely particularly in a case of bad weather, increased demand and emergency situations.

2.5 The licensing model should be flexible enough to support this. The use of modern non-physical phones (soft phones) and high quality noise reducing headsets are paramount. In addition being able to listen to a live call or a recorded call from any desk along with a comprehensive suite of management reports that span back over at least 12 months will enhance the quality management capability of the service.

The wider council

2.6 The majority of council's buildings operate as a hot desking and open plan set up that supports the way in which services are delivered to residents across the borough and each service's business systems have changed to allow mobile/digital contact and interactions.

2.7 More staff are working out on site, or in touch down places between meetings or working at home, the technology needs to support mobile, digital changes and home working. Again the technology and licensing model needs to be flexible to ensure that as the organisation transforms it is not paying for a fixed number of licenses which aren't being utilised.

2.8 The technology and equipment needs to allow calls to be received when staff are based in the office but without the necessity to always have a physical handset on a desk, this needs to be more flexible than just forwarding all calls from a landline to a mobile phone. Applications installed on a laptop or a mobile device will allow a headset/ear piece to receive and make calls with the same features available from a handset in the office.

2.9 Full and detailed call performance management information is required for the wider council, in line with the contact centre, so we know how many calls in total are received and where do they go.

The current telephony system set up

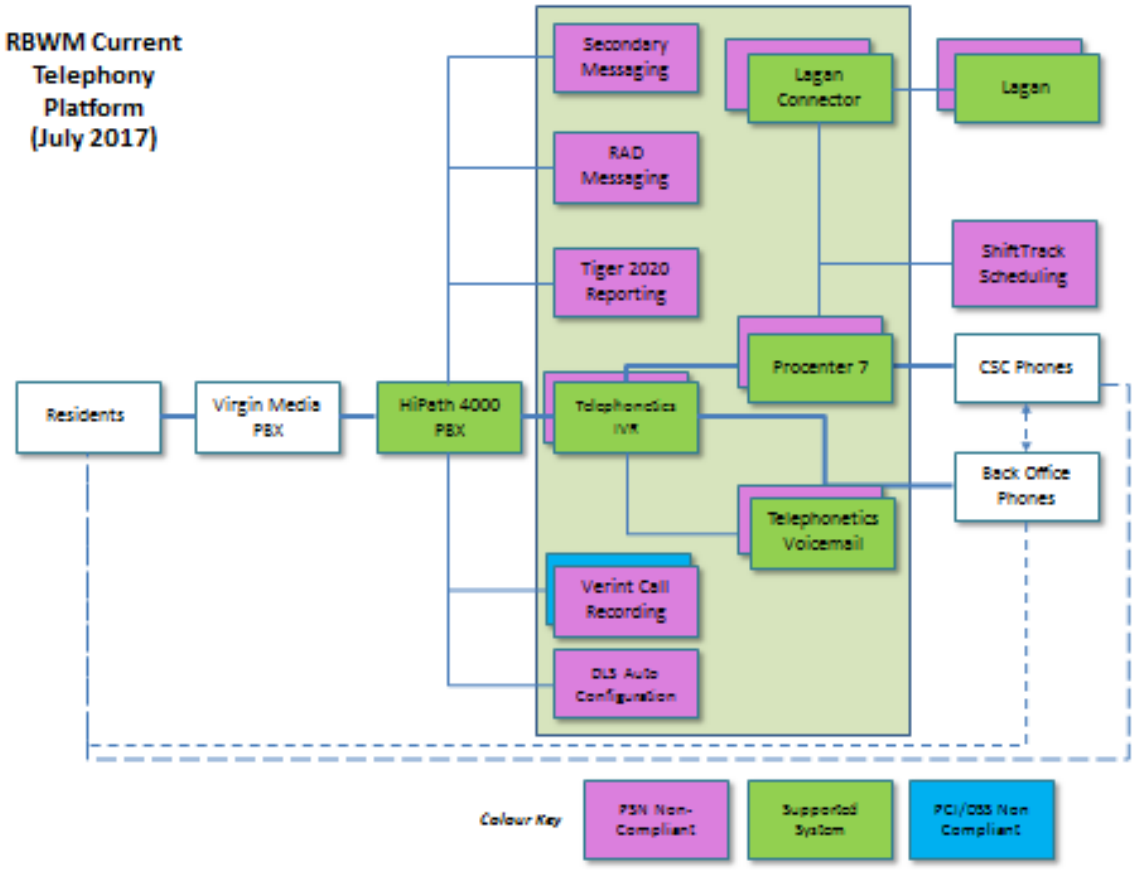
2.10 Phoning the council is still the residents' preferred daily contact method, and the Royal Borough receives around 250,000 calls each year via the contact centre ranging from 600 calls to 1,400 calls a day depending on the demand, in addition there are calls that are received by the back office services directly, that number of calls is not known.

2.11 The current set up has been in place since 2005 when the contact centre was created. Siemens are the current telephony provider for both the contact centre and the wider

council, with a number of other third party applications bolted on. There are around 1,300 wider council users and 60 contact centre users (all are not based in the contact centre).

2.12 Diagram 1 below details the component elements that make up the existing telephony system. All calls come through the HiPath4000 into Telephonetics, some then go into the contact centre via Procenter and others go straight to the desk phones, and some of them are forwarded on to mobile phones or voicemail.

Diagram 1- component elements of the council's phone system.



NB: Lagan CRM is in the process of being decommissioned and Jadu CXM is in the process of being developed.

Improvements delivered by upgrading

2.13 The upgrade will significantly improve the functionality of the telephony system. In particular the functionality gained will include:

- Ability to add more queues and staff to the contact centre
- Ability to advise position and wait time in queue to callers
- Able to buy new phones for better sound quality
- Ability for callers to request a call back while not losing their place in the queue
- Being able to identify callers that hang up so that the contact centre can call them back in real time
- Fully compliant call recording that can be accessed from anywhere allowing call quality management
- Ability to add, replace and change messages as required in real time
- Allows contact centre staff to work from home

- A multimedia queue for email and social media contacts, allowing all contacts to be visible and performance tracked
- Enhanced historical and real time reporting for performance management, with the ability to view from a mobile device

2.14 Three options have been considered:

- Do nothing
- Procure a completely new telephone system
- Upgrade the current telephone system

Table 1: Options considered

Option	Comments
Do nothing **This is not the recommended option**	The existing equipment is 12 years old and the software is numerous releases behind the current version and the does not provide the functionality the council needs, physical equipment is obsolete as well as not being able to buy anymore licenses. The current cost to do nothing is £1,169,000 over seven years.
Procure a completely new telephony system **This is not the recommended option**	This will require a full OJEU procurement process and there is a minimum implementation time of 120 working days from contact award. The indicative costs from previous exercises range from £882,000 to £1,889,000 over seven years. We will have to rebuild the new phone system running two in parallel for a period of time during implementation. A large amount of user training will be required.
Upgrade the existing telephony systems and component parts **This is the recommended option**	This is the simplest and quickest route to better and flexible functionality. The actual upgrade can be conducted out of hours ensuring there is minimal risk of disruption to service. User training for core staff will not be needed. The cost of the new telephone system over seven years is £854,770.

3 KEY IMPLICATIONS

3.1 The key implications are:

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Telephony upgraded	31/12/17	30/11/17	31/10/17	15/10/17	30/11/17

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 This reports requests new Capital budget of £273,000 in 2017/18 for the telephony system upgrade, and generates £80,000 revenue savings from 2018/19

Table 3: Financial impact of report's recommendations

REVENUE	2017/18	2018/19	2019/20
Addition	£0	£0	£0
Reduction	£0	-£80,000	£0
Net impact	£0	-£80,000	£0

CAPITAL	2017/18	2018/19	2019/20
Addition	£273,000	£0	£0
Reduction	£0	£0	£0
Net impact	£273,000	£0	£0

5 LEGAL IMPLICATIONS

5.1 Upgrading will ensure the telephone system is fully compliant.

6 RISK MANAGEMENT

6.1 The following risks have been identified:

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
System downtime during normal operational hours	No access to phones	Work will be delivered out of working hours and if issues identified will be rolled back to pre-upgrade	No loss of phone system during normal working hours
Additional functionality not delivered	No improvement in service to residents, businesses and staff	Functionality improvements have been scoped as part of business case and through case studies	Additional functionality delivered
Revenue efficiencies of £80,000 per annum not delivered	<£80,000 in annual revenue savings delivered	Business case built using quotes provided and based on fix price	Revenue efficiencies fully delivered

7 POTENTIAL IMPACTS

7.1 There is no requirement for an EQIA to be completed.

8 CONSULTATION

8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel on 17 August 2017, comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The table below shows the timetable for implementation of the upgrade of the telephony system.

Table 5: Implementation timetable

Date	Details
24 Aug 2017	Cabinet approve the upgrade of the existing telephony system
1 Sep 2017	Supplier notified and project initiated
30 Nov 2017	Upgrade completed

10 APPENDICES

10.1 None.

11 BACKGROUND DOCUMENTS

11.1 None.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Mrs S Rayner	Lead Member for Culture and Communities including Resident and Business Services	26/07/17	27/07/17
Cllr L Targowska	Principal Member for HR, Legal and IT	26/07/17	27/07/17
Alison Alexander	Managing Director	26/07/17	27/07/17
Russell O'Keefe	Executive Director	26/07/17	
Andy Jeffs	Executive Director	26/07/17	27/07/17
Rob Stubbs	Section 151 Officer	26/07/17	
Terry Baldwin	Head of HR	26/07/17	27/07/17
Mary Kilner	Head of Law and Governance	26/07/17	
Louisa Dean	Communications and Marketing Manager	26/07/17	
John Tordoff	Head of IT	26/07/17	
David Wright	IT Manager	26/07/17	
Mark Taylor	Deputy Head of Library and Resident Services	26/07/17	
Mark Lampard	Finance Business Partner	26/07/17	27/07/17

REPORT HISTORY

Decision type: Key decision: No	**Urgency item?** No
Report Author: Jacqui Hurd, Head of Library and Resident Services	