

Report for: *ACTION*



Contains Confidential or Exempt Information	No - Part I
Title	Delivering Differently – Future Provision of Customer and Library Services
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Simon Fletcher, Strategic Director of Operations and Customer Services
Member reporting	Councillor Hill – Lead Member for Customer & Business Services Councillor Rayner – Lead Member for Culture and Communities
For Consideration By	Cabinet
Date to be Considered	24 November 2016
Implementation Date if Not Called In	After Employment Panel Paper is approved
Affected Wards	All

REPORT SUMMARY

1. The purpose of the proposal is to create a modern, first in class customer facing, high performing service called 'Customer Experience' with three access channels, 24/7 digital, face-2-face and telephone.
2. This report sets out the two phase approach to achieving this proposal:
 - Phase one: Merge the functions of Customer Services and the Culture, Libraries, and Registration Service in new hubs in Maidenhead and Ascot, and in Windsor, to operate the combined services across the two locations, Windsor Library and York house. With the services operating out of the Library whilst York House is refurbished, and then in York House.
 - Phase two: Redesigned telephone contact centre.
3. The new 'Customer Experience' service is based on good practice and benchmarking across the country. Phase one will go-live on 1 July 2017. It keeps our traditional library service, but over time, will deliver the majority of council services locally to residents seven days a week. This face-to-face service will be supported by extending the range of 24/7 digital services and moving telephone services to a seven day a week operation.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Improved services for residents alongside financial efficiencies.	1 July 2017
Residents will have access to more services, closer to home, seven days a week in person, by phone and 24/7 through digital access.	1 July 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Approves a new operating model to create a single 'Customer Experience' Service from July 2017.**
- ii. **Recommends to Employment Panel the adoption of the new 'Customer Experience' operating model.**
- iii. **Approves bringing forward £100,000 of the proposed 2017-18 capital programme to deliver new customer systems, create the service hubs and remodel the existing reception space in the Town Hall.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1. The functions which will form part of the new 'Customer Experience' team, are:
 - Libraries (Reading; Information; Learning; Assisted Digital and support to Health & Wellbeing Services);
 - Customer Services (Face-to-face contact; Telephone customer contact; Digital services);
 - Registration Services (Births; Deaths; and Marriages);
 - Specialised Business Support (Facilities Management; Housing Options and Homelessness Parking (permits and appeals));
 - Customer Feedback (Comments; Compliments; and Complaints);
 - Culture and Heritage (Arts & Heritage Grants; Outreach Events; Museums; Arts Delivery; Public Art; and Blue Plaques).
- 2.2. The proposed operating model is based on good practice, lessons learnt and benchmarking, and is designed to meet the needs of our residents, deliver commitments embedded in the council's manifesto, while delivering financial efficiencies. It will involve multiskilling staff across the two current services which will require a dedicated training hour for at least the first six months of operation.
- 2.3. Phase one will deliver:
 - **Optimisation:** merger and restructure of Customer Services and Culture, Libraries and Registration teams (including Customer Contact, Housing Options and Homelessness, Facilities Management, Parking permits and appeals, and Complaints) to create a single 'Customer Experience' team.
 - **Face-to-Face transactions:** creation of three multi-service customer 'hubs' at Maidenhead and Ascot Libraries, and in Windsor, operate the combined

services across the two locations, initially in Windsor Library and then in York House. To deliver all face-to-face transactions 7 days a week. Over the next couple of years, proposals will be brought forward to enable access to more council services across all libraries, using new technologies and ways of working.

- **Telephone transactions:** the telephone contact channel will be extended to operate 7 days a week (9am – 7pm, Monday, Tuesday, Thursday and Friday; 10am – 7pm on Wednesdays; 9am – 5pm Saturday and 11am – 2pm Sunday).
- **On-Line Transactions:** enhancing 'Digital by Choice' with a range of additional services and transactions available by January 2017. These include: parking permits and appeals; pot holes; street lighting; fly tipping; licensing; complaints; call backs; online appointments, bulky waste, appointments and space bookings.
- Remodel the existing **Town Hall reception area**. Residents and other customers will go to the new service hubs for their needs.

2.4. Some of the existing functions will be affected, the detail of which will be set out in a paper to Employment Panel. In brief, areas subject to change include:

- Facilities Management (security of and the running of the council buildings, courier services, events concierge and printing) – this function will work 7-days a week to support the new operating model;
- Culture and Heritage (museum, grants, learning and outreach roles) – roles will be subject to change;
- Registrations (registration of births, deaths, marriages and citizenship) –this function remains largely unaffected other than appointments will be booked across 7 days and on at least one evening with an appropriate structure to support;
- Customer Relations and Feedback (compliments, statutory and formal corporate complaints, residents champion) – this function remains largely unaffected other than a requirement to work over 7 days as necessary; sharing of logging; initial responses and low level resolutions across the wider supervisory team.

2.5. A parallel piece of work is currently underway to develop phase two, a redesign of the service offered by the contact centre, to create an improved, high-performing customer contact service. A paper will be brought to Cabinet in February 2017 containing a number of recommendations to deliver outstanding telephony services, which meet customer needs with more responses being 'right first time'.

2.6. Options for the services which have been considered are:

Option	Comments
Retain the existing service configuration. This is not a recommended option	The current service configuration is a high cost model. This option would not realise the benefits and accessibility improvements or the identified savings.
Seek a third party provider This is not a recommended option	Elements of this service area could potentially be delivered by a third party provider. However, the Council would not realise the full potential of the efficiency savings or service improvements.

Option	Comments
Create shared services This is not a recommended option	Shared services have been reviewed generally by Chief Officer groups across Berkshire but no appetite has been identified to share these services at this time.
Optimise; merge and restructure the existing Customer Services and Culture, Libraries & Registration team into a single 'Customer Experience' team based around three service hubs, supported by enhanced digital and telephone transactions. This is the recommended option	This option protects and enhances frontline resident facing services while delivering financial efficiencies as set out in this paper.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Number of council services available at libraries increased from 4 to:	<5	5-6	7- 8	>8	31 March 2018
Increase of digitally delivered services from 28% to:	<50%	50-60%	61-70%	>70%	31 March 2018
% of avoidable customer contacts reduced from 54% to:	>40%	40%	39%-35%	<35%	31 March 2017
Increased number of contacts resolved at first contact point from 83% to:	<85%	85-88%	88-90%	>90%	31 March 2018
Increased physical visits to libraries (annual) from 740,000 to:	<780,000	780,000-790,000	791,000-800,000	>800,000	31 March 2018

4. FINANCIAL DETAILS

Revenue

- 4.1 Phase one will generate £286,000 of savings in 2017-18, and a further £100,000 of savings will be generated in 2018-19 from phase 2. This reduction in service cost will be achieved while protecting frontline services.

	2016/17	2017/18	2018/19
	Revenue	Revenue	Revenue
Addition	£0	£0	£0
Reduction	£0	£286,000	£100,000

Capital

- 4.2 The new service model requires £150,000 of capital investment to create the space required in the Libraries to deliver the wider services, and to remodel the space currently used by Customer Services in the Town Hall.
- 4.3 The capital funding will be spent:
- £55,000 – on the new Maidenhead Library service hub layout
 - £60,000 – on Windsor and Ascot Libraries service hub layout
 - £35,000 – on remodelling Maidenhead Town Hall reception
- 4.4 The proposed capital programme for 2017/18 includes an allocation of £150,000. Approval is sought to bring £100,000 of the allocation into the 2016/17 financial year.

	2016/17	2017/18	2018/19
	Capital	Capital	Capital
Addition	£100,000	£50,000	£0
Reduction	£0	£0	£0

5. LEGAL

- 5.1 There are no direct legal implications associated with this merger of services.

6. VALUE FOR MONEY

- 6.1 As set out in the body of the report.

7. SUSTAINABILITY IMPACT APPRAISAL

N/A

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The proposals contained in this report do not deliver the expected improvements in service delivery	No improvement in service levels or customer satisfaction	A robust business case has been developed based on extensive research and scenario testing. Each stage of the process has been scrutinised fully.	Medium
The proposals contained in this report do not deliver the expected financial efficiencies.	Savings targets linked to delivery of the Medium Term Financial Plan not achieved	A robust business case has been developed based on extensive research and scenario testing. Each stage of the process has been scrutinised fully. Alternative savings will be identified within the Directorate to achieve the overall level of	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
		savings	
Negative impact on staff morale	Adverse affect on delivering of services	Open and regular communication in place through a variety of channels	Medium
Lack of resource capacity to deliver the new operating model to programme	Delay in achieving customer improvements and achievement of financial efficiencies Potential impact of other Transformation workstreams across the authority	Resource capacity and capability closely monitored. Short-term, task specific secondments in place. Specialist support commissioned as required	Medium
Negative impact on traditional library users causing complaints to increase and decrease in customer satisfaction	Complaints increase and customer satisfaction decreases	Clear customer engagement and communication plans.	Medium

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 The Council’s corporate strategy 2016-2020 has 14 objectives, one of which is “To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services”.
- 9.2 Successfully delivering the outcomes of the new operating model will directly support the Council to deliver against this ambition for residents.
- 9.3 In addition, a range of commitments within the manifesto are supported or delivered through the delivery of the new operating model.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

- 11.1 This proposal requires a report to Employment Panel setting out the detailed implications for staff.

11.2 In summary the 'Customer Experience' structure creates a range of new posts and transition of existing posts. All new posts will have a requirement for staff to work a 7 day a week working pattern, however, the total hours of contracted employment will not exceed, on average, 37 hours a week (in order to ensure 7 day coverage 148 hours over a 4 week period will be worked). It will be the basis of how and when the work will be undertaken in any given 7 day week that will vary. This will be managed locally via a rota to ensure service coverage.

12. PROPERTY AND ASSETS

12.1 Maidenhead and Ascot libraries will be remodelled to create the new Customer Service hubs. Windsor library will be remodelled in order to deliver services there while York House is refurbished. Costs for this are set out in the financial implications section above.

12.2 Existing face-to-face Customer Services at the Town Hall will transfer to Maidenhead library. The existing reception area will be remodelled.

12.3 Existing face-to-face customer services at York House will transfer to Windsor library as an alternative place to deliver 'Customer Experience' during the renovation of York House.

13. ANY OTHER IMPLICATIONS

N/A

14. CONSULTATION

14.1 Staff impacted by this proposal will be formally consulted in line with HR policy and procedures.

14.2 This report will be considered by the Corporate Services and the Culture and Communities Overview & Scrutiny Panel with comments reported to Cabinet for consideration.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
Mar 2016	Delivering Differently discussion paper.
Jun 2016	Service specific proposals approval in principle by Cabinet to develop detailed operating model.
Jun – Sep 2016	Reference visits and best practice research.
Jun – Oct 2016	Detailed Operating Model developed.
Nov 2016	Report to Cabinet seeking approval to operating model and move to implementation phase.
Dec 2016	Begin launch of new digital channels.
Dec 2016 – May 2017	Deliver implementation plan.
Jan 2016	Report to Employment Panel seeking approval to operating model and to move to implementation phase.
Dec 2016 – Mar 2017	Commence 30 day formal staff consultation (subject to approval).

Date	Details
Feb 2017	Cabinet report on phase 2 the telephony improvements.
Mar – Jun 2017	Remodelling of buildings and creation of customer hubs.
1 Jul 2017	New Operating Model 'Go-Live'.

16. APPENDICES

None

17. BACKGROUND INFORMATION

- 17.1 The new operating model represents a significant change from the current way we do business and is a bold proposal. Officers have visited a number of public and private sector reference sites in Medway, Greenwich, Warwickshire, Newcastle, North Tyneside, Stockton on Tees, North Yorkshire and Cornwall in developing these proposals. Through these visits it was possible to discuss a number of approaches and methods of delivery. This has helped identify and use best practice and learning from the experience of others and validate thinking.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Geoff Hill	Lead Member for Customer & Business Services (including IT)	27/10/16		
Cllr Samantha Rayner	Lead Member for Culture and Communities	27/10/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	27/10/16		
Russell O'Keefe	Strategic Director Corporate and Community Services	27/10/16		
Anna Trott	Strategy & Performance Manager	27/10/16		
Jacqui Hurd	Head of Customer Services	24/10/16	25/10/16	Comments
Mark Taylor	Head of Libraries, Culture and Registration	26/10/16	26/10/16 & 09/11/16	Comments
Mark Lampard	Finance Partner (Operations)	24/10/16	25/10/16	Comments
Michelle Dear / Terry Baldwiin	HR Partner (Operations)	24/10/16	24/10/16	Comments
SLS	Legal Partner	24/10/16		

REPORT HISTORY

Decision type:	Urgency item?
Decision	No

Full name of report author	Job title	Full contact no:
Simon Fletcher	Strategic Director	01628 796147