

Strategy and Policy Board 20.11.2013

9. CUSTOMER SERVICES TRANSFORMATION – DETAILED BUSINESS CASE (Agenda Item 9, Appendix 1)

**Report of Head of Business
Transformation**

Author Paul Knight

Telephone Number 01277 312749
Email paul.knight@brentwood.gov.uk

Wards Affected All Wards

1 Executive Summary

- 1.1 As set out in the Council's Corporate Plan 2013-2016, Brentwood Borough Council has committed itself to modern and effective customer services that meet at least 80% of our customers' needs at the first point of contact.
- 1.2 At the meeting of the Strategy and Policy Board held on 26 June 2013 Members were presented with an outline business case, which set out for Members a vision of how Brentwood Borough Council can achieve this aim by transforming its customer services.
- 1.3 Members resolved that the proposal for the provision of a fully integrated contact centre service, offering high quality customer service as set out in the outline business case be agreed and requested that a detailed business case was brought to Members.

2 Recommendation(s)

- 2.1 That the proposal for the provision of a fully integrated customer contact centre, offering high quality customer service as set out in the detailed business case be agreed.

3 Background

- 3.1 The Council currently offers very traditional outdated opportunities for customers to access its services. Despite the fact that we deliver the majority of services from one building – the Town Hall – we operate a number of separate reception areas; a mix of direct line and switchboard facilities for telephone enquiries and limited access for our customers to transact with us through web based IT facilities and restricted operating hours.

- 3.2 In terms of resourcing the above options, we know that there is often a duplication of tasks – a number of staff dealing with very similar queries – and the need for our customers to often be referred to a second or sometimes a third person to get an answer often to a very basic enquiry.
- 3.3 From the data we have collected of the top 100 most frequently asked questions by our customers we know that the majority of enquiries made are relatively easy to answer and do not require a high level of technical knowledge.
- 3.4 In addition, research available from the 2012 Mosaic data confirms that 70% of our customers would be happy to access our services through the Council website, which has recently undergone a re-design to improve accessibility, improve the customer experience and importantly, encourage channel shift.
- 3.5 Enabling and encouraging our customers to self serve by developing automated, simple processes can both improve the customer experience and significantly reduce costs.
- 3.6 Changing the behaviour of our customers to support a channel shift will require an investment in our IT service and a robust marketing campaign. This would need to be supported by making IT facilities available at the Contact Centre for customers to use and staff available to guide users through the process.
- 3.7 The Detailed Business Case recognises the importance of face to face contact. For this reason we are adopting a cautious estimate for the savings target based on Channel shift. We anticipate that this target would be achieved over a 3 to 5 year period and maintains the level of face to face contact at the current level to accommodate those who can contact us in person.

4 Context

- 4.1. The new Contact Centre Service will move away from the traditional reception/telephone service currently offered by the Council, to a new model that offers a wide range of modern and efficient access channels for customers, complimented by extended operating hours to allow, in some instances, 24/7 contact.
- 4.2. The service will have three main strands:
 - Website - A modern, and customer-friendly website with easily accessible and up to date information about the full range of Council services. Increasing options to transact on-line with the Council, through

paying bills, requesting, applying and in some instances receiving services, receiving updates and information, and the ability to track progress with outstanding requests.

- Telephone Service - An effective and efficient telephone service for customers wishing to speak to the Council direct by phone; with direct access to trained advisers able to resolve most queries without the need to refer the customer on.
- Face to Face - A modern reception area, staffed by trained customer service advisers, resolving queries quickly and effectively.

4.3. In addition to the above, the Contact Centre Service will also handle other contact channels such as post, emails, text messaging and social media.

4.4. Investment and Savings

4.5. The setting up of the Contact Centre will require both revenue and capital investment to accommodate the IT, telephony and structural changes needed to the reception area. Key to the success of the service will be highly trained motivated staff; this too will require investment in staff training and development.

4.6. Savings will be achieved through:

- a) Economies of scale – generic trained staff able to answer multiple enquiries, removing the need for each service to retain separate admin teams;
- b) Reduction in repetition caused by numerous staff ‘touching’ a query.
- c) Integration of IT systems – removing the need for resource intensive manual intervention.

Ultimately the savings will be achieved through reducing overall staffing levels.

4.7. The Way Forward

4.8. A change project of this scale will have an impact on the organisation both culturally and structurally and therefore careful project planning will be necessary to ensure the outcome is to provide our customers with a first class customer experience.

4.9. Appended to the Detailed Business Case are the Project Definition Form, Outline Costs, High Level Timeline and Risk Log.

4.10. The Contact Centre Service will be initially operational on 1st April 2014 with a target date for full implementation by 1st April 2015.

5 Financial Implications – Comment from S151 Officer

- 5.2 The initial set up costs (currently estimated at £53,340) can be met from within existing earmarked budgets including the Organisational Transformation Reserve.

6 Implications and References to Corporate Plan

6.1. Modern Council

- 6.2. Between 2013 and 2016 the way the council looks and works will be transformed. We will make it easier for customers to access services and information, cut out bureaucracy that doesn't add value and make sure taxpayers money is even more wisely used. We will become more entrepreneurial. We will have services delivered by those best placed to deliver excellence and value-for-money, whilst holding onto and enhancing our role, duties and powers as local council and community leader.

Corporate plan target:

More modern and effective customer services that meet at least 80% of our customers' needs at the first point of contact.

7 Background Papers

None

**CUSTOMER
SERVICES
TRANSFORMATION
DETAILED
BUSINESS CASE**

November 2013

Customer Service Transformation

Introduction

As set out in the Council's Corporate Plan 2013-2016, Brentwood Borough Council has committed itself to modern and effective customer services that meet at least 80% of our customers' needs at the first point of contact.

The key aims of this project are to improve the customer experience and satisfaction; and drive down costs through economies of scale and joined up processes.

This document sets out the business case for the project to create Brentwood Borough Council Contact Centre services. It sets out:

- The case for change
- The vision and priorities for the contact centre services
- Indicative savings and investments
- Staffing levels – initial assessment

Why change?

Service - Brentwood Borough Council's approach to Customer Contact has developed somewhat haphazardly over the years, adapting to changing demands and responding to service changes and financial contexts. The result, today, include:

- Separate receptions for different services, in different parts of the building.
- Internal telephone enquiry lines.
- Unpleasant interview rooms.
- Information not always easy to find - different levels of information on the website.
- Restricted operating hours.

The above often results in customers having to find their way to the people who can help them, rather than the other way around.

Our staff work hard to help customers, and we have continued to make some improvements; but we do not have the approach or systems in place to allow us to resolve customer queries at the first point of contact. There is, therefore a need for the Council to consider how to best provide a holistic customer contact service that handles enquiries via any access channel, providing a flexible service that can readily accommodate any channel shift and which offers the customer a high quality service.

Research has found that on-site contact centres tend to be better integrated with back-office services, offering a consistent and high standard customer experience. On-site contact centres also have the added advantage of combining with reception and face-to-face services, offering further economies of scale.

Customer Contact – how much does it cost

Analysis across the public sector shows that the cost of delivering a service via an electronic channel (£0.21p per transaction) is far less than a human one (average £7.40 per face to face transaction, £2.90 per phone, post or email transaction as calculated by the Society of Information Technology Management (SOCITM)). Time wasted where customers are not speaking to the people who can resolve their queries increases our costs and their frustration. We believe that we can make a 25% saving through implementation of the services set out in this business case. We can save costs in three ways:

- Lower transaction costs by encouraging customers to shift to less costly contact channels. E.g. Self-Service.
- Increased economies of scale through generic front of house and telephony services, achieved by migrating enquiry handling and related staff roles into the Customer Service, and reducing overall staff numbers required.
- Streamlined processes for more efficient enquiry handling.

Vision for Contact Centre Services

The Council's vision is to offer an excellent first point of contact for customers, accessible to all, which promotes self –service and focusing officer resources away from routine enquiries to customers with higher levels of need.

The Council's new approach to Customer Contact Services will be to handle all customer contact channels such as website, telephony, face to face, emails, post, text messaging and social media. These strands will be interwoven, supported by ICT systems and a professional, trained Contact Centre Team.

At the heart of the Contact Centre Service technology will be contact management software. . Having a system that can track customer interaction will provide valuable insight helping us to provide a more efficient and improved service to our customers.

Technology will also comprise of a light touch Customer Relationship Management (CRM) system. Though, not essential to be in place for the Contact Centre Service to operate, this will provide the organisation with a single customer record to act as the connection point for all the information held on a particular customer across each of the Council departments, thus further enabling customer enquiries to be dealt with efficiently and at less cost. Investigations into suitable CRM systems will occur once the Contact Centre is functioning to ensure the appropriate system is selected to meet business requirements.

The ability for customers to be able to access multiple services outside routine office hours and achieve enquiry resolution at the first point of contact is key to delivering an efficient service.

Website

Key to success is a modern, and customer-friendly website with easily accessible and up to date information about the full range of Council services, offering the user a personalised web experience – where all ‘Frequently Asked Questions’ can be found. Increasing options to transact on-line with the Council. Paying bills, requesting and applying for services, receiving updates and information, tracking progress with issues. This will be supported by increasing automation in the ‘back office’, enabling real time transactions and making services faster and more responsive.

Customers can expect:

- A well-designed and modern website that gives easily accessible information about Brentwood, the Council and up to the minute information about Council news and service changes.
- When registered with us, to be contacted by the Council electronically (SMS, e-mail) to advise of service changes or issues that affect them personally, such as changes to refuse collections or responses to reported issues.
- To access council services via a p.c., smartphone or tablet.
- The facility for a resident to create an on line account with a single ‘log-in’ name and password that allows access to the fullest range of council services, transaction history, financial payments, service requests, reporting problems etc.

Telephony

We will provide an effective and efficient telephone service for customers wishing to speak to the Council direct by phone; with direct access to trained advisers able to resolve most queries without the need to refer the customer on.

There is no doubt that many people will wish to continue to engage with the Council by telephone and in person; and this project commits us to providing excellent ‘in-person’ and telephony support for those who desire it and at times better suited to modern business practices.

Customers telephoning can expect:

- To ring a single number to access all Brentwood Council services and information, at convenient times, with minimal option selection.
- For the call to be answered quickly and be given clear information if there is to be any delay.
- To have their questions and requests dealt with by a courteous, friendly, knowledgeable member of staff.
- To have most of their issues and questions resolved by the first person they speak to (target 80%).
- To be advised how to access services and information on line if the customer wishes to.

- Where their query needs to be passed on (target < 20%), to have their call transferred to the correct person, or receive a commitment to be called back at a time convenient to them.
- To be asked what they think of the service they have had.

Face to face

A modern reception area, staffed by trained advisers, resolving queries quickly and effectively.

Customers visiting can expect:

- To be greeted on arrival in a modern 'fit for purpose' environment.
- To be seen with minimum delay, by a courteous, friendly, knowledgeable member of staff.
- To have most of their issues and questions resolved by Contact Centre staff (target 80%).
- Not to have personal details discussed where others can easily hear.
- To be shown how to access services and information on line and have the facilities to do so.
- Where their query needs to be passed on (target < 20%), to have an officer come to them, or have an appointment made for them to return at a future convenient date.
- To be asked what they think of the service they have had.

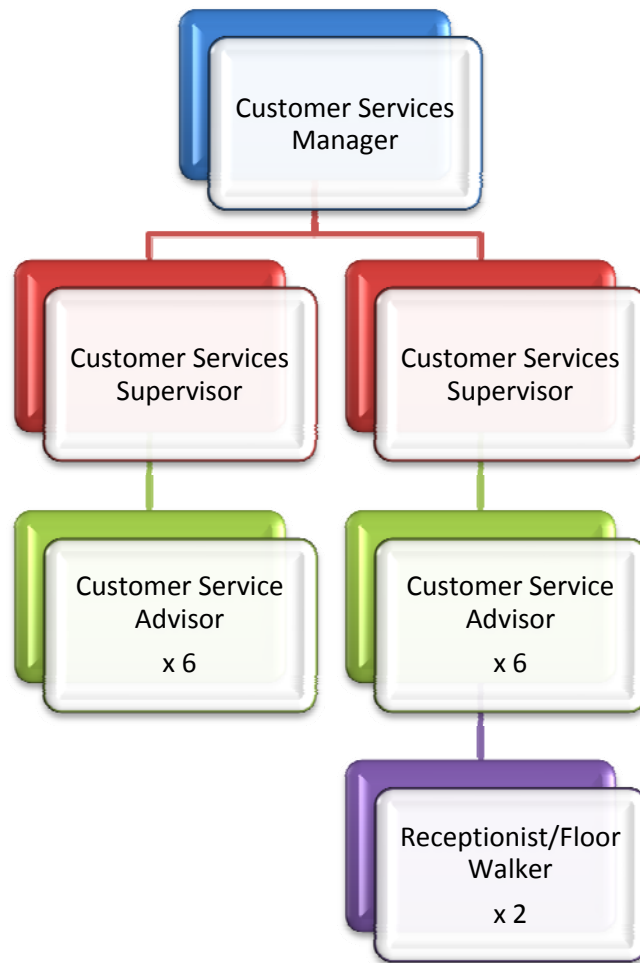
Links to Town Hall Project

A key issue here is the Town Hall Project, with its implications for the future design and siting of Council reception services. Although the two projects are linked they are not mutually dependant on each other and therefore can be progressed independently. The two project teams will work closely to agree the specification of the design of the new contact centre and technology.

The Contact Centre Team

The staffing structure for the Contact Centre has been assessed through comparisons with other contact centres based on contact volumes, spectrum of services and by calculating number of calls per hour, average talk time (4.5 mins) and wrap up time (1.5 mins). These comparisons give us an initial guide as to officer numbers to meet demand based on current levels, but are limited in terms of the detail of services handled and hand-over points; as well as the level of automation of related business processes.

The Contact Centre Team



Staffing numbers

The final core team is anticipated to be made up of:

1 fte Customer Services Manager

2 fte Customer Services Supervisors

12 fte Customer Service Advisors (1 fte could equal 2 x .5 fte) Exact no. dependant on service provision

2 fte Receptionists/Floor Walkers

The implementation of the Contact Centre Service is to be based on a phased approach and therefore the team will be built as the number of calls handled by the service increases.

The team will manage all Contact Centre functions, and experience from elsewhere shows that working broadly in two teams is useful for training, development and

supervision; with the supervisors working together on staffing and rotas to ensure sufficient levels of staffing to provide good levels of service performance.

Key to the success of the service will be highly trained motivated staff. To support the introduction of the new service, the Council will need to commit resources to ensure that staff receive training and that future training and development opportunities are available.

Customer self-serve - channel shift

Enabling and encouraging our customers to self serve by developing automated, simplified processes can make significant savings; without the need for one-on-one assistance. As technology moves on, transacting 'on-line' becomes more the norm and we can expect this trend to continue. In the first quarter of 2012 14% of users accessed the Council website via mobile phones; in 2013 this had risen to 28%.

By providing our customers with a better on line experience than the off line option will ensure they come back next time and inform others, thus encouraging more customers to use on line facilities.

Channel shift has been effective in all sorts of socio-economic contexts. For example, in South Tyneside (which has some of the poorest wards in the country) the average cost of a transaction in one service area fell from £2.97 in November 2008 to just £1.25 in April 2009, a drop of 58% and which was achieved by encouraging their customers to self serve. Mosaic' analysis shows that of the 32,000 households in Brentwood; nearly 70% (22,000 households) are likely to use self-serve. Achieving this would require not just high quality technology being in place, but a programme of communication, education and signposting to encourage channel shift.

Progress has already been made on making services and service requests available on-line via the Council's new website. Work is currently being undertaken for the implementation of Benefit (housing and council tax) e-forms to be made available on-line, serving some 6,000 claimants. Staff will be on-hand in person and on the telephone to support customers in making their on-line applications and providing all necessary supporting documentation to ensure a speedy and high quality service.

Key to this transformation is putting key customer-facing processes into electronic format so they can be 'self-served' by customers who want remote access; and used by the Council's Customer Service Advisors to support customers on the telephone and in person.

Streamlining our ways of working is key to successful e-processes. Looking at the flow of work, simplifying and automating back office as well as front of house. The ability to manage relatively complex processes in an automated way is demonstrated in areas such as 'on-line' tax returns etc; and authorities that are much further down the road than us in this area have seen huge growth in demand for on-line approaches – giving the customer the ability to conduct their business with the council on a 24/7 basis, 365 days a year.

Contact Volumes Analysis

This section draws together available information and estimates on contact volumes across channels and services. As work develops we will continue to build our understanding of customer demands and plan and track the shifts as the service develops.

The following customer contact statistics has been identified for the period 1st April 2012 to 31st March 2013. These have also been used to model the channel shift savings opportunities set out below in the 'Return on Investment' section.

Chart 1.1

Shows an estimated 401,434 contacts per annum by channel

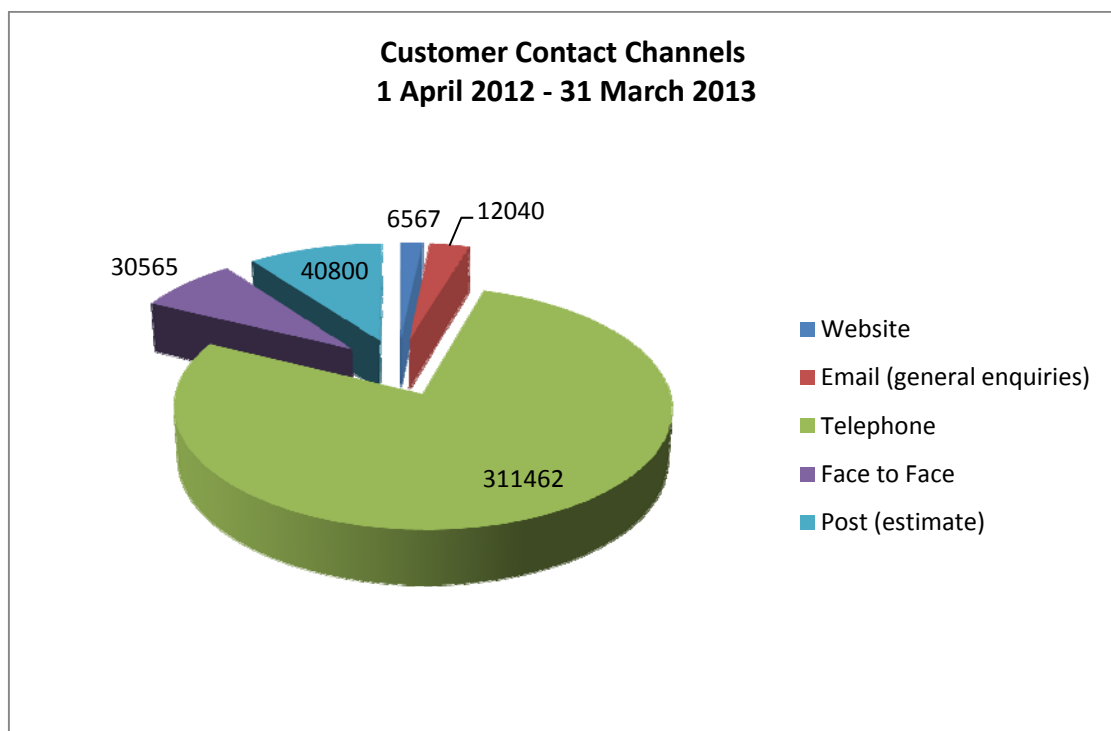
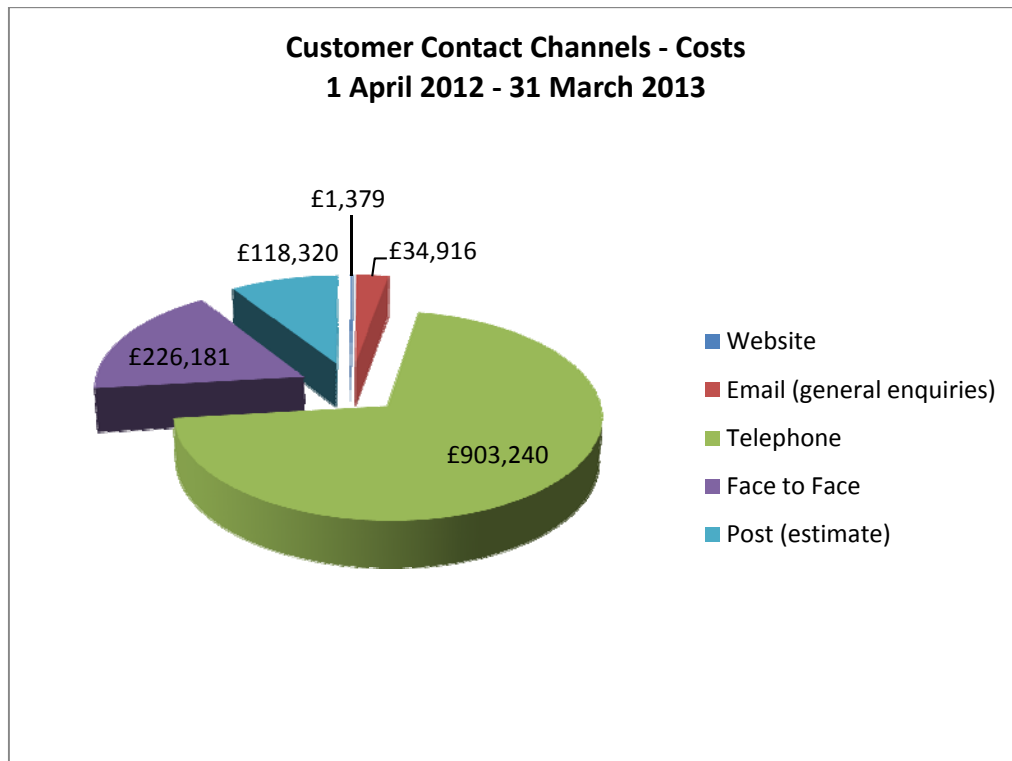


Chart 1.2

Shows the costs associated with these contacts using industry standard costs (SOCITM) for each contact channel. The total estimated cost is £1.28m per annum.



Frequently Asked Questions

The approach underway to develop the Contact Centre service is based on identification of the most common questions and service requests reported by all services across the Council. We have initially identified over 100 separate questions that represent basic enquiries members of the public are contacting us for and usually need limited technical input from officers.

Work is currently being undertaken to:

- Monitor contact volumes across all channels for each frequently asked question.
- Identify the staffing resources in services currently engaged in responding to the enquiries and service requests.
- Reviewing and documenting (i.e. process maps), the process for responding to each query, which will form the basis of the training manual and service level arrangements.

Return on Investment

Recent review work undertaken by Mouchel into the Council's ICT service looked at the savings possible from channel shift and identified savings in the region of £230,000 over a period of 3 – 5 years (as previously reported in the Outline Business Case). Applying similar calculations using the 2012-2013 customer contact statistics detailed in this Business Case show savings in the region of £335,000 for the same period (Table 1). It can be viewed as a cautious estimate.

Table 1

Channel shift savings calculation 3 to 5 years								
Contacts per year 401,434								
Channel	Cost per transaction	Today			Tomorrow			(Cost)/Saving
		%	Volume	Total cost	%	Volume	Total cost	
Website	£0.21	2%	6,567	£1,379	30%	120,430	£25,290	(£23,911)
Email (general enquiries)	£2.90	3%	12,040	£34,916	3%	12,040	£34,916	£0
Telephone	£2.90	78%	311,462	£903,240	54%	216,774	£628,646	£274,594
Face to Face	£7.40	7%	30,565	£226,181	6%	24,086	£178,237	£47,944
Post	£2.90	10%	40,800	£118,320	7%	28,103	£81,499	£36,821
Totals		100%	401,434	£1,284,036	100%	401,434	£948,587	£335,448

Table 2 uses the same base data for Brentwood as the panel above. However, it has a more ambitious channel shift target and should be viewed as a 'best-case' scenario.

Table 2

Savings calculation - Optimistic 3 to 5 years								
Contacts per year 401,434								
Channel	Cost per transaction	Today			Tomorrow			(Cost)/Saving
		%	Volume	Total cost	%	Volume	Total cost	
Website	£0.21	2%	6,567	£1,379	50%	200,717	42,151	(£40,772)
Email (general enquiries)	£2.90	3%	12,040	£34,916	3%	12,040	34,916	£0
Telephone	£2.90	78%	311,462	£903,240	40%	160,577	465,673	£437,567
Face to Face	£7.40	7%	30,565	£226,181	4%	16,057	118,824	£107,357
Post	£2.90	10%	40,800	£118,320	3%	12,043	34,925	£83,395
Totals		100%	401,434	£1,284,036	100%	401,434	696,489	£587,547

The more cautious of the two models above shows savings from channel shift are realistic and in line with our own savings targets.

The budgetary position is that we need to make £250k of savings on current costs to be achieved in the year 2014/15 and ongoing thereafter. This will be achieved through a mix of:

- Lower transaction costs by encouraging customers to shift to less costly contact channels. E.g. Self-Service.
- Increased economies of scale through generic front of house and telephony services, achieved by migrating enquiry handling and related staff roles into the Customer Service, and reducing overall staff numbers required.
- Streamlined processes for more efficient enquiry handling.

Investment

To enable the future vision for Customer Services we need to invest in several elements of infrastructure, and ensure that we have the ICT capability and support implemented and operational to make it quick and easy for customers to channel shift.

Work undertaken as part of the ICT review identified outline infrastructure costs for the Customer Services project. The Mouchel analysis demonstrates that due to previous ICT investment and work in related areas, investment cost required has been reduced by in excess of £70,000.

Building on the Mouchel analysis and through the ICT Strategy Group, the preferred way forward and outline costs are set out in the documents listed below and are appended to this Business Case:

Project Definition Form (Appendix 1)

Outline Costs (Appendix 2)

High Level Timeline (Appendix 3)

Risk Log (Appendix 4)

Project Definition Form [or PID]	
Project Title:	Customer Services Transformation
Sponsor:	Jo-Anne Ireland
State below the link with the corporate agenda – the actual wording please.	
<p>A Modern Council</p> <ul style="list-style-type: none"> • More modern and effective customer services that meet at least 80% of our customers' needs at the first point of contact. • A new way of working for the council, improving service delivery and reducing the 'back office' and unnecessary bureaucracy. 	
Project Background:	<p>As set out in the Council's Corporate Plan 2013-2016, the Council has committed itself to modern and effective customer services that meet at least 80% of the Council's customers' needs at the first point of contact.</p> <p>At the meeting of the Strategy and Policy Board held on 26th June 2013, Members resolved that the proposal for the provision of a fully integrated customer contact centre, offering high quality customer service as set out in the outline business case be agreed. A detailed business case for agreement by Members is to be presented at the November meeting of the Strategy and Policy Board.</p> <p>Research has found that on-site contact centres tend to be better integrated with back office services, offering a consistent and high standard customer experience. On-site contact centres also have the added advantage of combining with reception and face-to-face services, offering further economies of scale.</p> <p>The Council's approach to Contact Centre Services will be to handle all customer contact channels such as website, telephony, face to face, post, emails, text messaging and social media. These strands will be interwoven, supported by ICT systems and a professional, trained Customer Services Team.</p> <p>Dovetailing the contact centre project is the drive to enable and encourage our customers to self serve by developing automated, simplified processes without the need for one-on-one assistance. By actively encouraging channel shift towards electronic contact the Council can provide an improved service at a reduced cost.</p> <p>The Council website has recently been modernised and has changed to being 'task' driven to promote and achieve channel shift. Work is currently being undertaken with services to review their processes and to identify those tasks that can be handled by</p>

	<p>the contact centre and those that can be transfigured to a self serve option for customers. This will be an ongoing project as top tasks will change and therefore the future contact centre service will need to be flexible and scalable to adapt to rises and reductions in contact volumes via different access channels.</p>
<p>Project Benefits:</p>	<ol style="list-style-type: none"> 1. Improved customer service - Achieved by providing a professional customer service; simplified, automated processes; a reduction in repetition caused by numerous staff 'touching' a query; enabling officers to deal with customers with higher levels of need. 2. Cost Savings – Achieved by moving customers to less costly access channels (channel shift); creating efficiencies in back office processes; reducing back office staff.
<p>Project Objectives:</p>	<ol style="list-style-type: none"> 1. To deliver the implementation of, and the seamless transition to, the Council's new customer contact centre service, internally managed and located on-site, by no later than April 1st 2014. 2. To deliver and promote an increased range of cost effective access channels to meet increasing customer expectations, and optimise value for money within the budget set in the Medium Term Financial Strategy. 3. To deliver a fluid and flexible customer contact centre service, scalable to meet rising or reducing customer contact volumes and/or providing a service to partner organisations and/or changes in customer access channel usage (channel shift). 4. To deliver a customer contact centre service accessible to all whilst promoting self-service and focusing officer resources away from routine enquiries to customers with higher levels of need. 5. To deliver a customer contact centre service that resolves at least 80% of enquiries at first contact and avoids repeat contact, ensuring only those queries that require professional expertise are referred on to service areas. 6. To deliver a first class customer contact centre service, through appropriately skilled, motivated and experience officers, working within clear and transparent service standards. 7. To deliver an integrated customer contact centre and back office service, both staff and systems, to ensure a one-team approach and seamless customer experience. 8. To deliver a staffed customer contact centre service no longer than 9hrs each weekday (e.g. 8:30 – 5:30), with further research into the need for one late night a week and/or Saturday mornings.

	<ol style="list-style-type: none"> 9. To deliver an improved customer experience and maximise efficiency through the use of a Customer Relationship Management system or equivalent, capable of being used throughout the Council and with the capacity to link with partners. 10. To deliver a contact centre service that reflects the Council's priorities, particularly those regarding new ways of working and providing a modern and effective customer service. 11. To deliver a resilient and sustainable contact centre service through the procurement of appropriate technology.
Project Deliverables:	<ol style="list-style-type: none"> 1. Through the provision of a fully integrated, scalable and adaptable contact centre service, the Council will provide a first class customer experience that offers value for money and improved access to services. 2. From 1st April 2014 the project is to contribute savings circa of £250k pa towards the medium term financial strategy savings targets.
This project will include:	This project will not include:
<ol style="list-style-type: none"> 1. The procurement and implementation of products and services to support the transition to, and the delivery of, the new contact centre service. 2. The recruitment of officers to deliver the day-to-day management and operation of the new contact centre service. 3. The design of the new contact centre service including the officer structure, supporting technology, physical layout and scope and scale of the services provided. 4. The review and optimisation of existing services to enhance the customer experience and maximise value for money. 5. The transition of the existing reception service to the new contact centre service. 6. The transition of existing staff from service areas and/or the external recruitment of staff for the new contact centre service. 7. The launch of the new contact centre service and subsequent period of support to embed the 	<p>Town Hall Project.</p> <p>Although the two projects are linked they are not mutually dependant on each other and therefore can be progressed independently. The two project teams will work closely to agree the specification of the design of the new contact centre and technology.</p>

<p>service.</p> <p>8. The project manager will provide a highlight report to the Project & Performance Corporate Leadership Board.</p> <p>9. Corporate communications will be made using existing mechanisms including the Council intranet, Managing Director's blog, Members' Newsletter and service areas team meetings.</p> <p>10. External communications will be made as appropriate using existing mechanisms including; website, social media and press releases.</p>	
<p>Success Criteria:</p>	<ol style="list-style-type: none"> 1. The launch of the Council's new contact centre on or before April 1st 2014. 2. Meeting the operational and capital service budget as set out in the medium term financial strategy. 3. An increased range and increasing usage of cost efficient customer access channels against a reduction in contact via more expensive access channels such as face-to-face and telephone. 4. Meeting customer expectations and the agreed contact centre service standards. 5. Positive customer feedback. 6. The ability of the service to adapt to changes in contact volume and customer access channels. 7. The recruitment of highly skilled, motivated and experienced officers to deliver the service. 8. The successful integration of the contact centre service with back office services leading to a consistent and high standard customer experience.
<p>Constraints:</p>	<ol style="list-style-type: none"> 1. The new contact centre must be fully operational no later than 1st April 2014. 2. A good compliment of service provision will be provided by the customer contact centre service from 1st April 2014, with further services brought in over time. 3. The number of services undertaken by the contact centre service will be dependent on the number of service process reviews completed. 4. The contact centre service will procure cloud-based technology to meet the requirements of the medium term financial strategy.

Key Assumptions:		<ol style="list-style-type: none"> 1. The contact centre service will not operate longer than 9hrs each weekday (e.g. 8:30 – 5:30), with investigation into the potential of one late night a week and/or Saturday morning. Further research to be conducted. 2. The contact centre service will be located on the ground floor at the Town Hall. 3. The contact service will assimilate the reception service, its officers and associated budgets. 	
Project Manager:		Paul Knight, Head of Business Transformation	
Project Sponsor:		Jo-Anne Ireland, Director of Strategy and Corporate Services	
Project Board/Steering Group Members:	Who fulfils these roles and what they do. NOTE: may not be appropriate for <u>all</u> projects	Project Team Members:	Paul Knight – Head of Business Transformation Lorraine Jones – Project Manager Contact Centre Service Development Greg Campbell – Project Manager Customer Transformation Tim Huggins – ICT Manager Shelley King – Business Transformation Administration Assistant
Budget ①			
Resource Costs:		Other Costs:	
Capital Costs - £54k (details attached)			
Support needed:			
<ol style="list-style-type: none"> 1. ICT support (advice, procurement of technology, integration of contact centre software with back office systems, systems support) 2. HR support (evaluation of job descriptions, recruitment process support, staff contracts) 3. Procurement (procurement of hardware and software) 4. Communications (external and internal communication support) 5. Asset management (contact centre location, alignment with Town Hall project) 			
Start Date:	1 st July 2013	Completion Date:	1 st April 2015
Signature of Project Manager:		Date:	

Approval from Sponsor:		Date:	
Approval from CLB: (attach minutes)		Date:	

PROJECT RISK LOG (PRL)

Impact	Likelihood
5 Extreme	5 Almost certain
4 High	4 Likely
3 Medium	3 Possible
2 Low	2 Unlikely
1 Insignificant	1 Rare

Project Name: Customer Transformation – Implementation of Contact Centre			
Date Issued:	01/10/13	Version Number:	1.0

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact X Likelihood						Impact	Likelihood	
1	Project Team Resources Insufficient capacity within the project team, leading to delays in the implementation of the service, Resulting in a delay to achieve the expected savings in the future.	1. Recruitment of further customer services project manager ongoing	Impact Likelihood Total	4 2 8	new	Paul Knight Monthly	None at present	None at present	Impact Likelihood Total		N/a
2	Support Services Resources Insufficient capacity within support services including ICT and HR, leading to delays in the implementation of the service Resulting in failure to have the contact centre open on time and a delay to achieve the expected savings in the future.	1, Working with ECC HR to develop recruitment plan and using their resource as per contract	Impact Likelihood Total	4 4 16	<input type="checkbox"/>	Paul Knight Monthly	1. Identify resource plan for the project for HR and ICT 2. Agree who will be assisting with HR function		Impact Likelihood Total	4 3 12	N/a
3	Staff & Member Engagement Failure to adequately engage with service areas leading to a lack of buy-in and a poor customer experience, Resulting in failure to meet the needs of residents.	1. Communications plan being developed 2. Plan to include early roll out to ensure everyone (customers, Members, and staff) are aware of changes.	Impact Likelihood Total	2 4 8	new	Paul Knight Monthly	Work with communications to ensure the communication is pitched right, will reach the target audience and is of appropriate frequency	None	Impact Likelihood Total	2 2 4	N/a

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact X Likelihood						Impact	Likelihood	
4	Procurement There is a risk that the Council's procurement procedure will be challenged by a supplier, leading to projects delays and possible prosecution, Resulting in additional expenditure of no more than £250k.	<ol style="list-style-type: none"> The Procurement Officer will provide advice to ensure we use the most cost effective methods and is compliant to ensure the Council is not challenged Existing contracts set up by other LA's will be used as well as moving to cloud/remote services to reduce expenditure on hardware reducing the likelihood of reaching procurement thresholds 	Impact Likelihood Total	3 2 6	□	Paul Knight Monthly	None	None	Impact Likelihood Total		N/a
5	Technology Installation That the contact centre technology is not implemented and tested within time, leading to project delays. Resulting in failure to meet the needs of residents.	<ol style="list-style-type: none"> Technology is being procured as early as possible ICT Contact Centre/telephony consultants assisting with purchase and installation which will increase the speed of delivery Using technology already in place at other LA so should reduce project timeline compared to normal procurement route Technology being used locally at other LA and therefore already partly tried and tested 	Impact Likelihood Total	4 3 12	new	Paul Knight Monthly	1. Testing schedule to be drawn up based within the timeframe presently in place	None	Impact Likelihood Total	2 2 4	N/a

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact X Likelihood						Impact	Likelihood	
6	Budget deficit There is a risk that the budget does not match the required outlay to set up and run a contact centre. Resulting in overspend or failure to procure and deliver the desired contact centre.	<ol style="list-style-type: none"> Budget set aside for contact centre development Budget monitoring regularly reviewed Procurement route to purchase goods and services used to reduce costs 	Impact Likelihood Total	4 2 8	new	Paul Knight Monthly			Impact Likelihood Total		N/a
7	Recruitment Failure to recruit staff within timescales or transfer staff within timescales. Resulting in failure of contact centre to be resourced adequately on opening and therefore fail to deliver against its targets.	<ol style="list-style-type: none"> Early expressions of interest from staff ascertained. HR requirements (JD's, adverts) will be prepared ready for use 	Impact Likelihood Total	4 3 12	new	Paul Knight monthly			Impact Likelihood Total		N/a
8	Redundancy Fewer staff transfer to contact centre resulting in increased redundancy within services, (eventually), increasing cost to the council from redundancy payouts and recruitment of new staff.	<ol style="list-style-type: none"> Early expressions of interest from staff ascertained. Enabling Council to review its financial projection early Positive communication of Contact centre; its role and staff role in its success 	Impact Likelihood Total	4 2 8	new	Paul Knight Monthly			Impact Likelihood Total		N/a
9	Training Lack of time to undertake adequate training resulting in poor performance and failure to reach contact centre targets.	<ol style="list-style-type: none"> Services to initially provide support until embedded into contact centre Seek ongoing support/training from within services Training schedule to be drawn up for contact centre staff prior to going live and following go live date 	Impact Likelihood Total	3 3 9	new	Paul Knight Monthly			Impact Likelihood Total		N/a

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score Impact X Likelihood		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact	Likelihood					Impact	Likelihood	
10	<p>Service Expectations Services expecting too much transition too soon. Resulting in perceived failure, lack of confidence and services taking back their operations. Failure of services to meet performance targets.</p>		Impact Likelihood Total	3 4 12	new	Paul Knight Monthly	<p>1 Draft simple SLA with each department agreeing performance, targets and capacity</p> <p>2 Agree which services will be transferred to the contact centre and in which order (Develop calendar of transition)</p>	None	Impact Likelihood Total	3 2 6	N/a
11	<p>Financial Expectations Member and CLB expectation to reduce back office too soon. Resulting in increased pressure on contact centre to undertake services too early, potentially leading to corners being cut, inadequate training, resulting in poor customer service and the failure of the contact centre to meet performance targets.</p>	Service level agreements to be agreed to enable monitoring of contact centre service in readiness for back office efficiencies.	Impact Likelihood Total	3 4 12	New	Paul Knight Monthly	<p>1 Set up regular meetings between contact centre and services to discuss performance and manage expectations etc to enable services to consider back office reductions.</p> <p>2. Financial service to give at least six months notice to services of potential budget cuts.</p>	None	Impact Likelihood Total	2 3 6	

PROJECT TIMELINE (PT)

High Level Milestones

Project Name: Customer Transformation – Implementation of Contact Centre

Date Issued: 01/10/13 Version Number: 1.0

Indicates when milestone should be completed

Task	AUG-13	SEP-13	OCT-13	NOV-13	DEC-13	JAN-14	FEB-14	MAR-14	APR-14	MAY-14	JUN-14	JUL-14
People 1 Communication plan agreed and commenced												
People 2 Staff structure and recruitment exercise agreed (including JD's, operating numbers etc)												
Physical 3 Temporary contact centre design, office furniture procured and space agreed												
Physical 4 Telephony solution agreed, purchased, tested and installed												
Physical 5 Internal infrastructure tested, upgraded (Wireless Application Network) where necessary and ready for operation												
Physical 6 Reorganisation of reception area complete												
People 7 Training and Development												
Process 8 Contact centre takes on first service												
Process 9 Contact Centre takes on second service												
Physical 10 Procure , implement, test and use Customer Relationship Management system (CRM)												
Process 11 Initial Lean review of services complete with scoping of services to be delivered by contact centre. 1. Planning & BC/Depot 2. Revs and Bens 3. Housing 4. Licensing 5. Env Health 6. Finance												

APPENDIX 4

PROJECT RISK LOG (PRL)

Impact	Likelihood
5 Extreme	5 Almost certain
4 High	4 Likely
3 Medium	3 Possible
2 Low	2 Unlikely
1 Insignificant	1 Rare

Project Name: Customer Transformation – Implementation of Contact Centre			
Date Issued:	01/10/13	Version Number:	1.0

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact X Likelihood	Total					Impact	Likelihood	
1	Project Team Resources Insufficient capacity within the project team, leading to delays in the implementation of the service, Resulting in a delay to achieve the expected savings in the future.	1. Recruitment of further customer services project manager ongoing	Impact Likelihood Total	4 2 8	new	Paul Knight Monthly	None at present	None at present	Impact Likelihood Total		N/a
2	Support Services Resources Insufficient capacity within support services including ICT and HR, leading to delays in the implementation of the service Resulting in failure to have the contact centre open on time and a delay to achieve the expected savings in the future.	1. Working with ECC HR to develop recruitment plan and using their resource as per contract	Impact Likelihood Total	4 4 16	<input type="checkbox"/>	Paul Knight Monthly	1. Identify resource plan for the project for HR and ICT 2. Agree who will be assisting with HR function		Impact Likelihood Total	4 3 12	N/a
3	Staff & Member Engagement Failure to adequately engage with service areas leading to a lack of buy-in and a poor customer experience, Resulting in failure to meet the needs of residents.	1. Communications plan being developed 2. Plan to include early roll out to ensure everyone (customers, Members, and staff) are aware of changes.	Impact Likelihood Total	2 4 8	new	Paul Knight Monthly	1. Work with communications to ensure the communication is pitched right, will reach the target audience and is of appropriate frequency	None	Impact Likelihood Total	2 2 4	N/a
4	Procurement There is a risk that the Council's procurement procedure will be challenged by a supplier, leading to projects delays and possible prosecution, Resulting in additional expenditure of no more than £250k.	1. The Procurement Officer will provide advice to ensure we use the most cost effective methods and is compliant to ensure the Council is not challenged 2. Existing contracts set up by other LA's will be used as well as moving to cloud/remote services to reduce expenditure on hardware reducing the likelihood of reaching procurement thresholds	Impact Likelihood Total	3 2 6	<input type="checkbox"/>	Paul Knight Monthly	None	None	Impact Likelihood Total		N/a

APPENDIX 4

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact X Likelihood						Impact	Likelihood	
5	Technology Installation That the contact centre technology is not implemented and tested within time, leading to project delays. Resulting in failure to meet the needs of residents.	<ol style="list-style-type: none"> Technology is being procured as early as possible ICT Contact Centre/telephony consultants assisting with purchase and installation which will increase the speed of delivery Using technology already in place at other LA so should reduce project timeline compared to normal procurement route Technology being used locally at other LA and therefore already partly tried and tested 	Impact Likelihood Total	4 3 12	new	Paul Knight Monthly	1. Testing schedule to be drawn up based within the timeframe presently in place	None	Impact Likelihood Total	2 2 4	N/a
6	Budget deficit There is a risk that the budget does not match the required outlay to set up and run a contact centre. Resulting in overspend or failure to procure and deliver the desired contact centre.	<ol style="list-style-type: none"> Budget set aside for contact centre development Budget monitoring regularly reviewed Procurement route to purchase goods and services used to reduce costs 	Impact Likelihood Total	4 2 8	new	Paul Knight Monthly			Impact Likelihood Total		N/a
7	Recruitment Failure to recruit staff within timescales or transfer staff within timescales. Resulting in failure of contact centre to be resourced adequately on opening and therefore fail to deliver against its targets.	<ol style="list-style-type: none"> Early expressions of interest from staff ascertained. HR requirements (JD's, adverts) will be prepared ready for use 	Impact Likelihood Total	4 3 12	new	Paul Knight monthly			Impact Likelihood Total		N/a

APPENDIX 4

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact X Likelihood						Impact	Likelihood	
8	Redundancy Fewer staff transfer to contact centre resulting in increased redundancy within services, (eventually), increasing cost to the council from redundancy payouts and recruitment of new staff.	<ol style="list-style-type: none"> 1 Early expressions of interest from staff ascertained. Enabling Council to review its financial projection early 2 Positive communication of Contact centre; its role and staff role in its success 	Impact Likelihood Total	4 2 8	new	Paul Knight Monthly			Impact Likelihood Total		N/a
9	Training Lack of time to undertake adequate training resulting in poor performance and failure to reach contact centre targets.	<ol style="list-style-type: none"> 1 Services to initially provide support until embedded into contact centre 2 Seek ongoing support/training from within services 3 Training schedule to be drawn up for contact centre staff prior to going live and following go live date 	Impact Likelihood Total	3 3 9	new	Paul Knight Monthly			Impact Likelihood Total		N/a
10	Service Expectations Services expecting too much transition too soon. Resulting in perceived failure, lack of confidence and services taking back their operations. Failure of services to meet performance targets.		Impact Likelihood Total	3 4 12	new	Paul Knight Monthly	<ol style="list-style-type: none"> 1 Draft simple SLA with each department agreeing performance, targets and capacity 2 Agree which services will be transferred to the contact centre and in which order (Develop calendar of transition) 	None	Impact Likelihood Total	3 2 6	N/a

APPENDIX 4

Ref.	Title and Description of risk The risk event, leading to consequence for project, resulting in possible outcome(s).	Control measures in place	Risk score		Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)		Timeline to progress
			Impact X Likelihood						Impact	Likelihood	
11	Financial Expectations Member and CLB expectation to reduce back office too soon. Resulting in increased pressure on contact centre to undertake services too early, potentially leading to corners being cut, inadequate training, resulting in poor customer service and the failure of the contact centre to meet performance targets.	Service level agreements to be agreed to enable monitoring of contact centre service in readiness for back office efficiencies.	Impact Likelihood Total	3 4 12	New	Paul Knight Monthly	1 Set up regular meetings between contact centre and services to discuss performance and manage expectations etc to enable services to consider back office reductions. 2. Financial service to give at least six months notice to services of potential budget cuts.	None	Impact Likelihood Total	2 3 6	