

Supplementary Committee Agenda



ICT and E-Government Scrutiny Standing Panel Monday, 23rd January, 2006

Place: Committee Room 2

Time: 7.30 pm

Committee Secretary: S G Hill - Senior Democratic Services Officer
Tel: 01992 564249 Email: shill@eppingforestdc.gov.uk

6.a Presentation by Foresight on CSTP (Pages 3 - 84)

The attached presentation was made at the Panel meeting by Foresight Consulting.

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Foresight Consulting

ICT and E-Government Scrutiny Standing Panel

23rd January 2005

Agenda Item 6a



Agenda

- ⊕ Who is Foresight Consulting?
- ⊕ The Programme Plan
- ⊕ Next Steps
 - The Programme Plan
 - Other work
- ⊕ Questions



Who is Foresight Consulting?

- ⊕ Founded in 2003
- ⊕ Strong local government focus
- ⊕ Experts in creating:
 - One-Stop Shops
 - Contact Centres
 - Web sites
- ⊕ An local SME; keen to build on our existing successes



Who is Foresight Consulting?



⊕ Brian Cox



⊕ Tracey Robson



⊕ Hermione Ledger



⊕ Ben Schlaepfer



⊕ Roger Bramwell



Our Clients...

- ⊕ **Braintree District Council**
- ⊕ **Maldon District Council**
- ⊕ **East Herts District Council**
- ⊕ Tendring District Council
- ⊕ Basildon District Council
- ⊕ Winchester City Council
- ⊕ LB Barking & Dagenham
- ⊕ LB Redbridge
- ⊕ Belfast City Council
- ⊕ Fareham District Council
- ⊕ Dacorum Borough Council
- ⊕ Colchester BC
- ⊕ Essex Fire & Rescue
- ⊕ Waveney District Council
- ⊕ LB Havering
- ⊕ Cambridge City Council
- ⊕ Telford & Wrekin
- ⊕ Essex County Council
- ⊕ Oxfordshire County Council
- ⊕ Hampshire and Isle of Wight Partnership
- ⊕ Bury MB
- ⊕ Dudley MB



Draft Programme Plan

Brian Cox



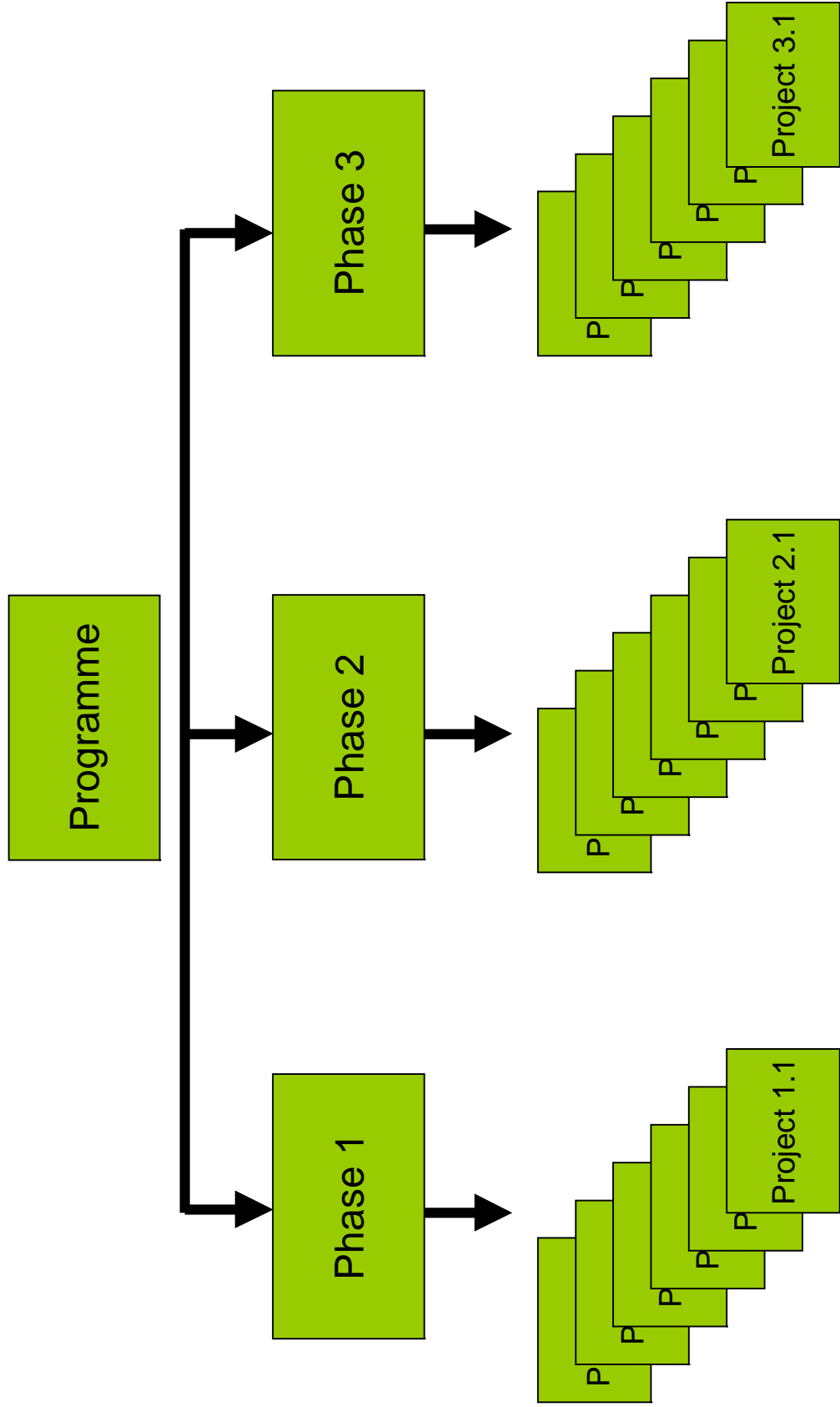
Staff Interviewed (1)

- ⊕ Bob Palmer - Head of Finance
- ⊕ Robert Pavey - Assistant Head of Finance
- ⊕ Janet Twinn - Assistant Head of Finance
- ⊕ Derek Macnab - Head of Leisure Services
- ⊕ Laura MacNeill
- ⊕ Ian Willet - Head of Research and Democratic Services
- ⊕ Tom Carne - Public Relations & Marketing
- ⊕ Graham Lunnun - Democratic Services Manager
- ⊕ Rob Barwell - PR and Internet Officer
- ⊕ Alan Hall - Head of Housing Services
- ⊕ Roger Wilson - Asst Head Housing Services (Operations)
- ⊕ Paul Pledger - Asst Head Housing Services (Property & Resources)
- ⊕ John Gilbert - Head of Environmental Services & Co.



Staff Interviewed (2)

- ⊕ Colleen O'Boyle - Head of Legal Administration and Estates
- ⊕ Mike Shorten - Principal Valuer & Estates Surveyor - Legal, Administration and Estates
- ⊕ Mike Tipping - Assistant Head of Legal Administration and Estates
- ⊕ John Preston - Head of Planning Services & Economic Development
- ⊕ Joe Akerman - Chief Internal Auditor
- ⊕ Peter Haywood - Joint Chief Executive (Resources)
- ⊕ John Scott - Joint Chief Executive (Community Services)
- ⊕ Tony Tidey - Head of Human Resources and Performance Management
- ⊕ Paula Maginnis - Human Resources Consultant
- ⊕ Mick Merrick - Chief Works Officer
- ⊕ Adrian Scott - Head of ICT
- ⊕ Val Evans - Asst Head of ICT





Management Summary (1)

- ⊕ Regardless of changes in local government, e.g. regionalisation, unitary authorities etc. the programme looks sound:
 - A local presence should also be required
 - A front/back office split actually would ease the process of change



Management Summary (2)

- ⊕ The programme plan has been informed by interviews and discussions with Heads of Service, Senior Managers and other staff.
- ⊕ These interviews revealed a strong sense of engagement with the programme and in particular definite support for the creation of the telephone contact centre and the rationalisation of all reception points into one place on the ground floor.
- ⊕ All service heads volunteered processes and enquiry types for transfer into the contact centre and agreed that the front/back office approach was the way forward providing it was done well and that where existing customer satisfaction was very high (e.g. Housing) that this should not be compromised.



Programme Objectives

- To transform the organisation to a position where the customer is seen at the heart of the Council's operations
- To improve the customer experience and ensure the quality of service is consistent whenever, wherever and however customers contact the Council
- To achieve an improvement in customer satisfaction and customer service within the first twelve months of the programme
- To establish a front office / back office organisational model and set up a Corporate Customer Services front office where a high number of enquiries are resolved first time at the first point of contact
- To reorganise the Civic Offices to enable customers to access the majority of Council services at a single reception / customer services area on the ground floor and to improve access to Council committees and other public meetings
- To improve back office efficiency and productivity by answering a high number of enquiries in the new customer services front office
- To deploy and develop Customer Relationship Management software in association with the website and a new intranet to provide accurate and timely information for Members and officers on service issues, customer trends, access channels and service usage and costs.



Programme Phasing

Phase	2006			2007				2008	
	Apr- Jun	Jul- Sep	Oct- Dec	Jan- Mar	Apr- Jun	Jul- Sep	Oct- Dec	Jan- Mar	Apr- Jun
Phase 1									
Phase 2									
Phase 3									



Phase 1 Objectives

- To prepare the organisation for a programme of significant change
- To create a front office/back office organisational model for customer contact
- To create a clearly defined Corporate Customer Services function
- To agree accommodation requirements and identify location for telephone contact centre and one stop shop customer service area for face to face visitors
- To design and build a corporate customer contact centre integrating switchboard for all customer telephone enquiries
- To separate business calls from customer calls using a voice activated separate business to business telephone line
- To purchase and deploy a Customer Relationship Management System for use by customer advisors
- To build a knowledge base and develop a new Intranet facility
- To move the first phase of enquiry types into the contact centre
 - Environmental Services
 - Housing repairs
 - Revenues
- To agree staffing policy for recruitment into contact centre



Phase 1 Projects

Ref	Project	Key Milestones	2006												
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
1.1	Base-lining Performance	Establish enquiry volumes and durations – contact and wrap; also first time resolution													
		Benchmarking with other Local Authorities													
		Customer Consultation													
1.2	Service Migration (including BPR) for Phase 1 Processes	Environmental Services													
		Housing repairs													
		Revenues													
1.3	Staffing Contact Centre	Forecasting staffing levels													
		Recruitment													



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Ref	Project	Key Milestones	2006														
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
1.4	Creation of Telephone Contact Centre	Building works															
		Facilities – ACD, desk, PCs etc.															
		Office moves															
1.5	Customer Services Team: Define Policies, Procedures, Performance Indicators and SLAs	Review other local authorities – what they do															
		Create polices and procedures															
		Approval															
1.6	Intranet development, including Frequently Asked Questions (FAQs)	Requirements gathering															
		Content development															
		Implementation															



Ref	Project	Key Milestones	2006													
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
1.7	e-bookings system	Define requirements														
		Procurement														
		Implementation														
1.8	Automation of non-Customer Calls	Define requirements														
		Procurement														
		Development & Implementation														
1.9	Customer Relationship Management	Define requirements														
		Procurement														
		Development														



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Ref	Project	Key Milestones	2006														
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
1.10	Change management	Visits to other authorities															
		Road-shows & QA sessions															
		Attend service teams meetings															
1.11	Public Relations and Marketing	Members															
		Develop comms intranet															
		Customers inc road-shows															
1.12	Customer Excellence Training	Staff															
		Managers															
		Members															



Ref	Project	Key Milestones	2006													
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
1.13	Cash Office Migration	Encourage greater Direct Debit and Debit Card take-up														
		Encourage telephone and web payments take up.														
		Deter cash payments														



Phase 2 Objectives

- To make the accommodation changes required to create a core customer hub
- To create a face-to-face one-stop-shop
- To move the second phase of enquiry types into the contact centre
 - Planning – FAQs
 - Land charges
 - Legal services
 - Elections
 - General Housing Enquires
 - Leisure
 - Grounds maintenance
 - Taxi inspections & MOT appointments
- To review access to services, including a review of all face-to-face customer contact points



Ref	Project	Key Milestones	2007											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
2.1	Review access to services, including a review of all face-to-face customer contact points	Establish need, including volume and range of enquiries												
		Produce report detailing options												
		Execute approved option												
		Planning – FAQs												
2.2	Service Migration (including BPR) for Phase 2 Processes	Land charges												
		Legal services												
		Elections												
		General Housing Enquires												
		Leisure												
		Grounds maintenance												
		Taxi inspections & MOT appointments												



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Ref	Project	Key Milestones	2007											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
2.3	Accommodation changes for Core Customer Hub	Office moves												
		Building works												
		Transitional arrangements												
2.4	Creation of a Customer Services area (One-Stop-Shop)	Office moves												
		Building works												
		Fitting out												
2.5	Vehicular access and car parking	Design												
		Building work												
		Signage												



Phase 3 Objectives

- To move the third phase of enquiry types into the contact centre and one-stop-shop
 - All other areas of the Council
- To exploit the investment in the Customer Services operation, by:
 - Improving channel migration; customers using the web and telephone in preference to face-to-face
 - Using information on customers enquiries and requests to identify and eliminate recurring problems
 - Using information on staff productivity to effectively manage the resources of the council – staff, vehicles, property; also introducing technology solutions where a sound business case exists.



Ref	Project	Key Milestones	2007						2008							
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun					
3.1	Service Migration (including BPR) for Phase 2 Processes	Identification of remaining processes														
		Identifying exceptions – those processes not suitable for the Customer Services operation														
		Establishing final resources required for Customer Services operation														
3.2	Performance Management	Completing Customer Services Operation														
		Channel migration														
		Identify and eliminate recurrent problems														
		Identify opportunities to work smarter														



Discussion



Contacting the Council by Telephone

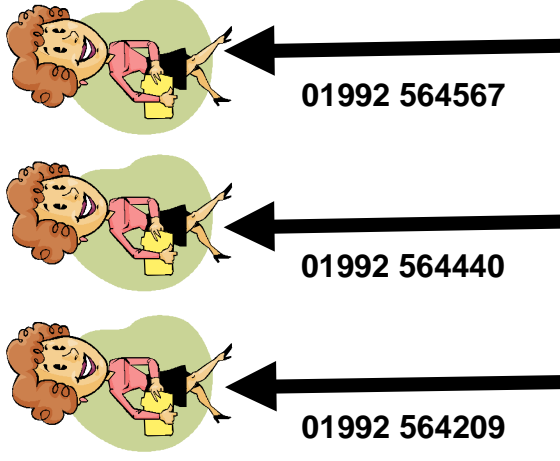
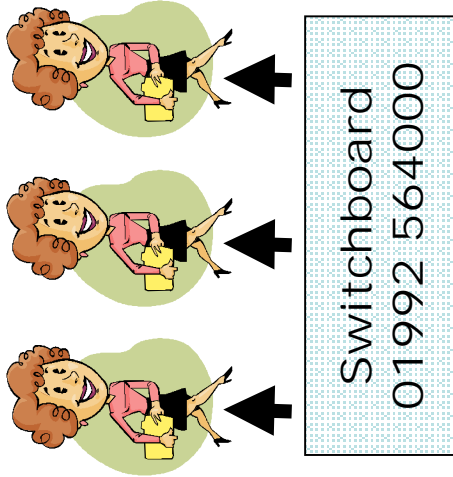
Brian Cox



Contacting the Council by Telephone



Existing Telephone Situation



DDI (Direct Dial Inwards) Lines



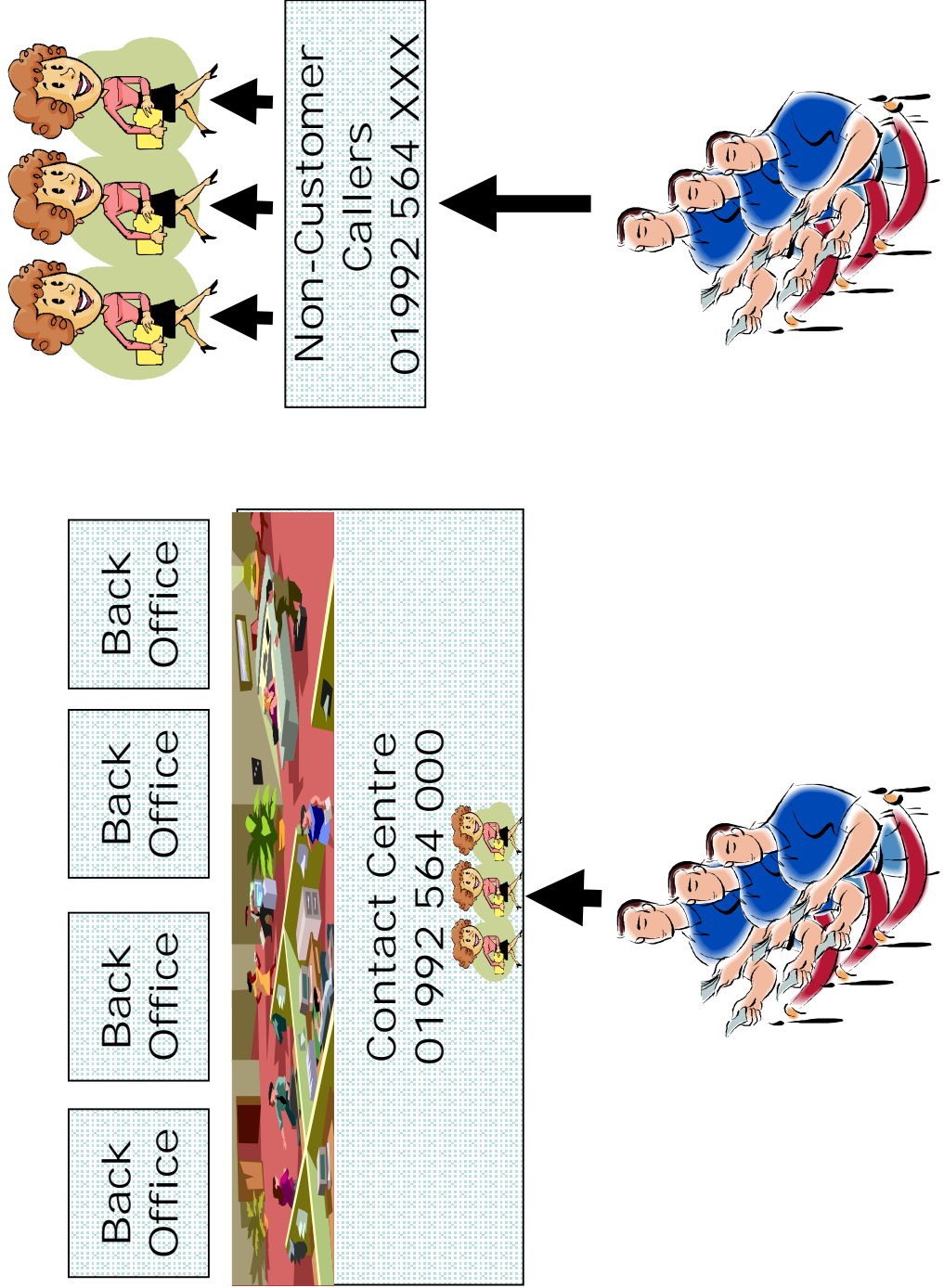
When you don't know
Who you need, or what
their direct number is...



When you know
(or think you know)
who you need



Proposed Approach





Non-Customer Calls

- ⊕ Field workers
- ⊕ Staff who are out of the office
- ⊕ Members phoning in
- ⊕ Professional contacts, e.g. architects, solicitors, developers, suppliers
- ⊕ ‘Friends and family’

Over 10,000 per month at another Essex District Council



Non-Customer Calls



Supplier phoning me



Member phoning in



Discussion



Accommodation and Facilities

Roger Bramwell



Foresight Consulting





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	GROUND G	
SECOND FLOOR	Council Chamber Public Gallery Environmental Services Planning Services	
FIRST FLOOR	Chief Executive/ Corporate Directors Legal & Administration Personnel & Management Services Youth Training Scheme Conference Room Council Chamber Committee Rooms 1 & 2 Members Suite	
GROUND FLOOR	General Enquiries Finance Housing Services	
BASEMENT	Car Park	



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Colchester BC



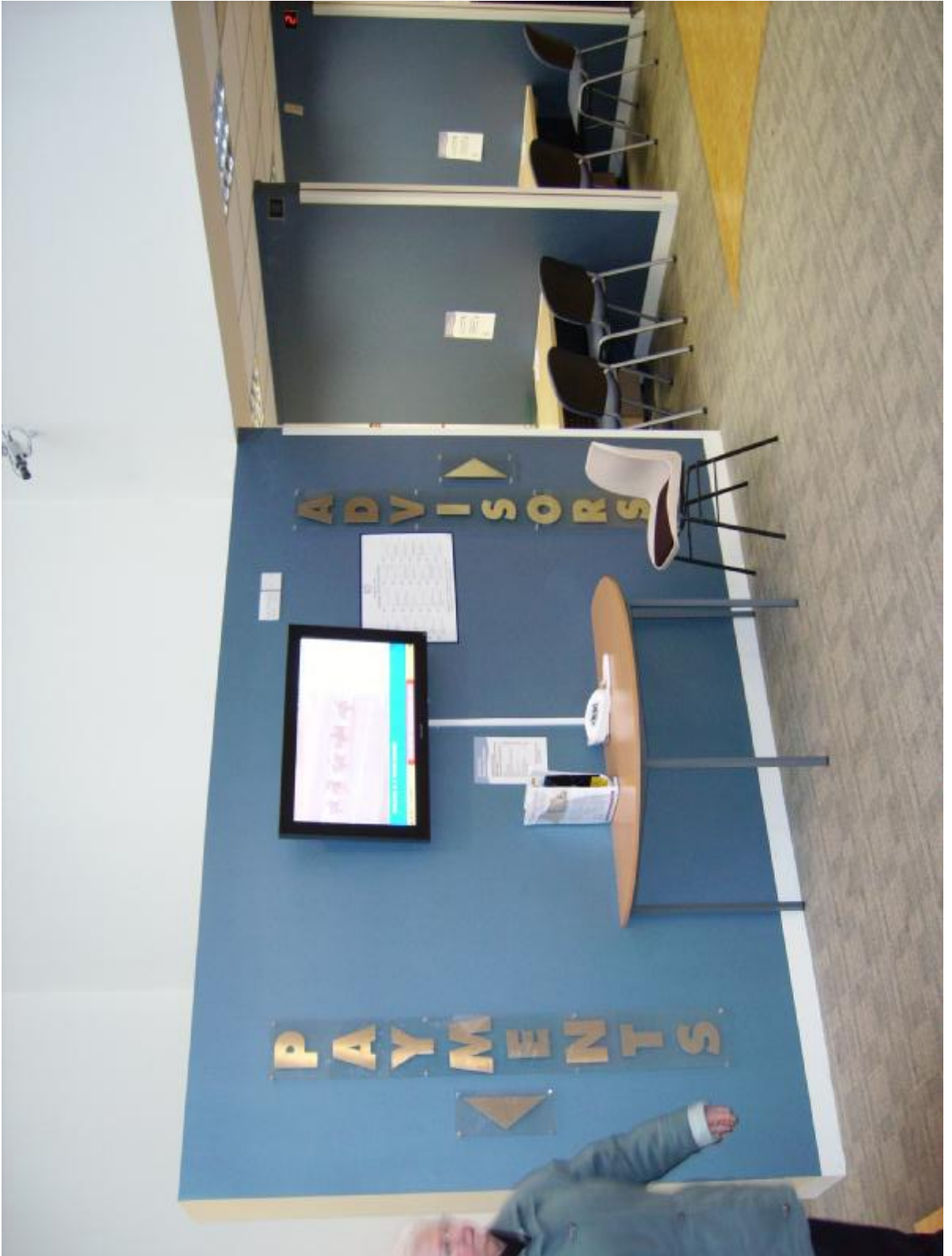
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Three Rivers



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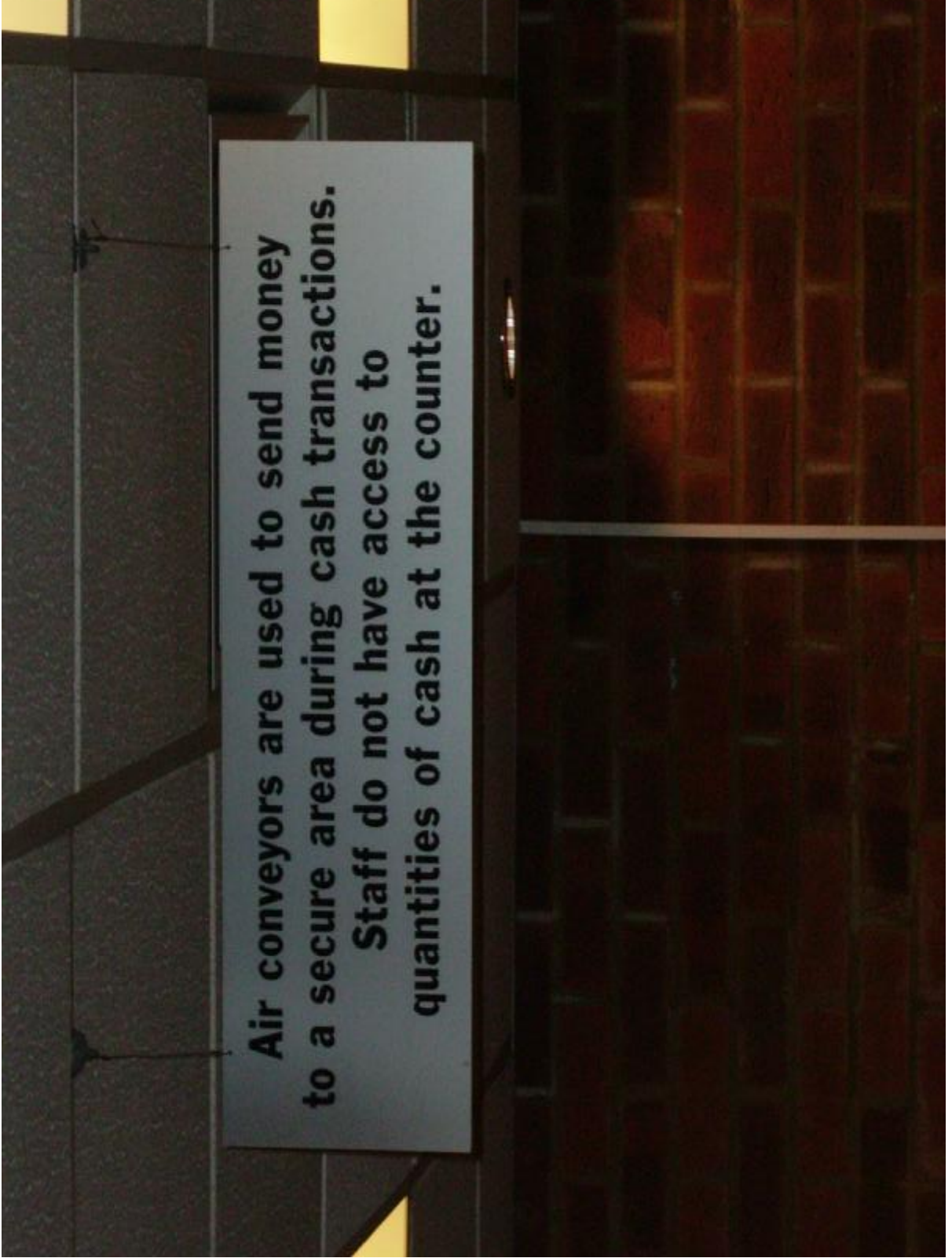
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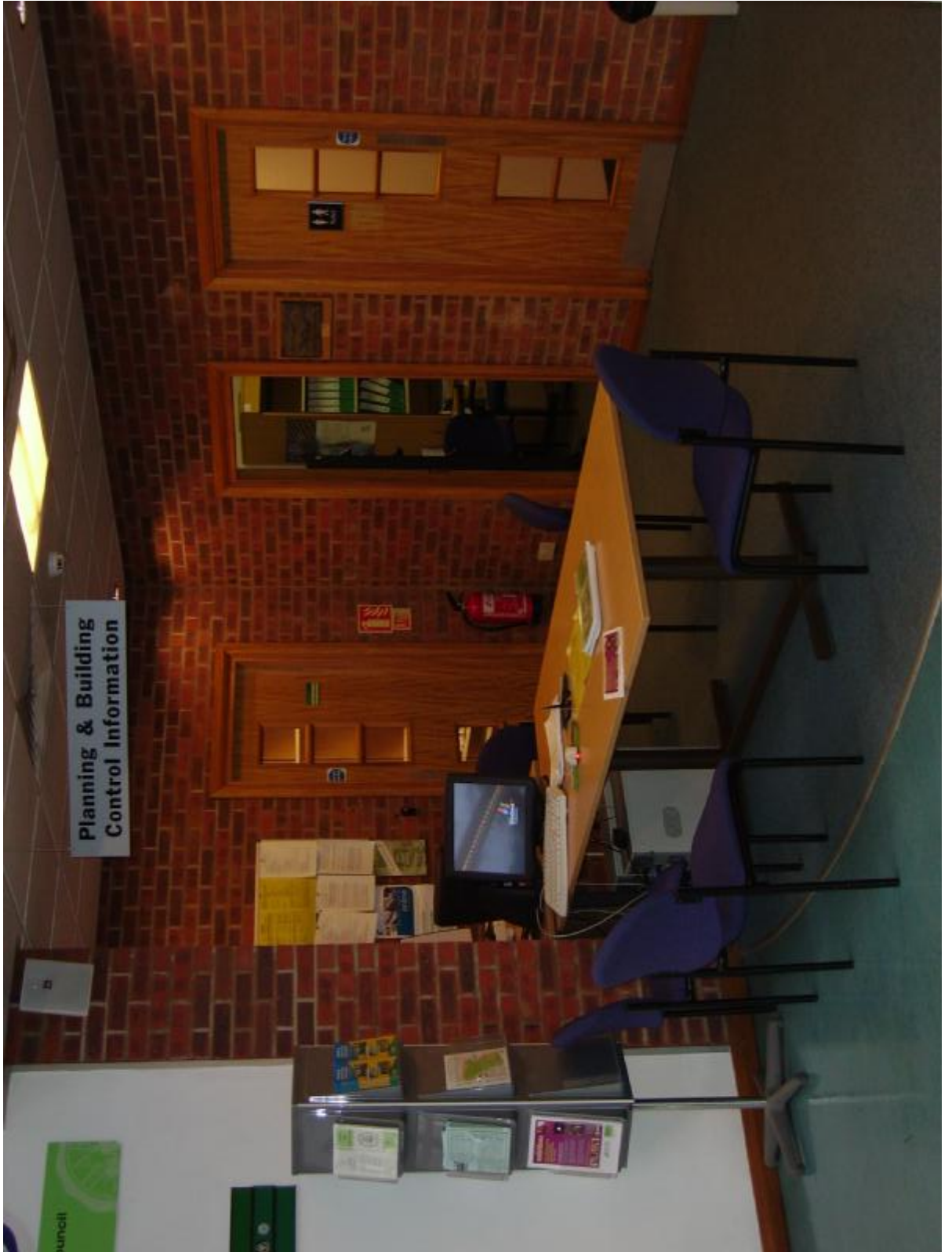








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Suffolk County Council & Mid Suffolk District Council



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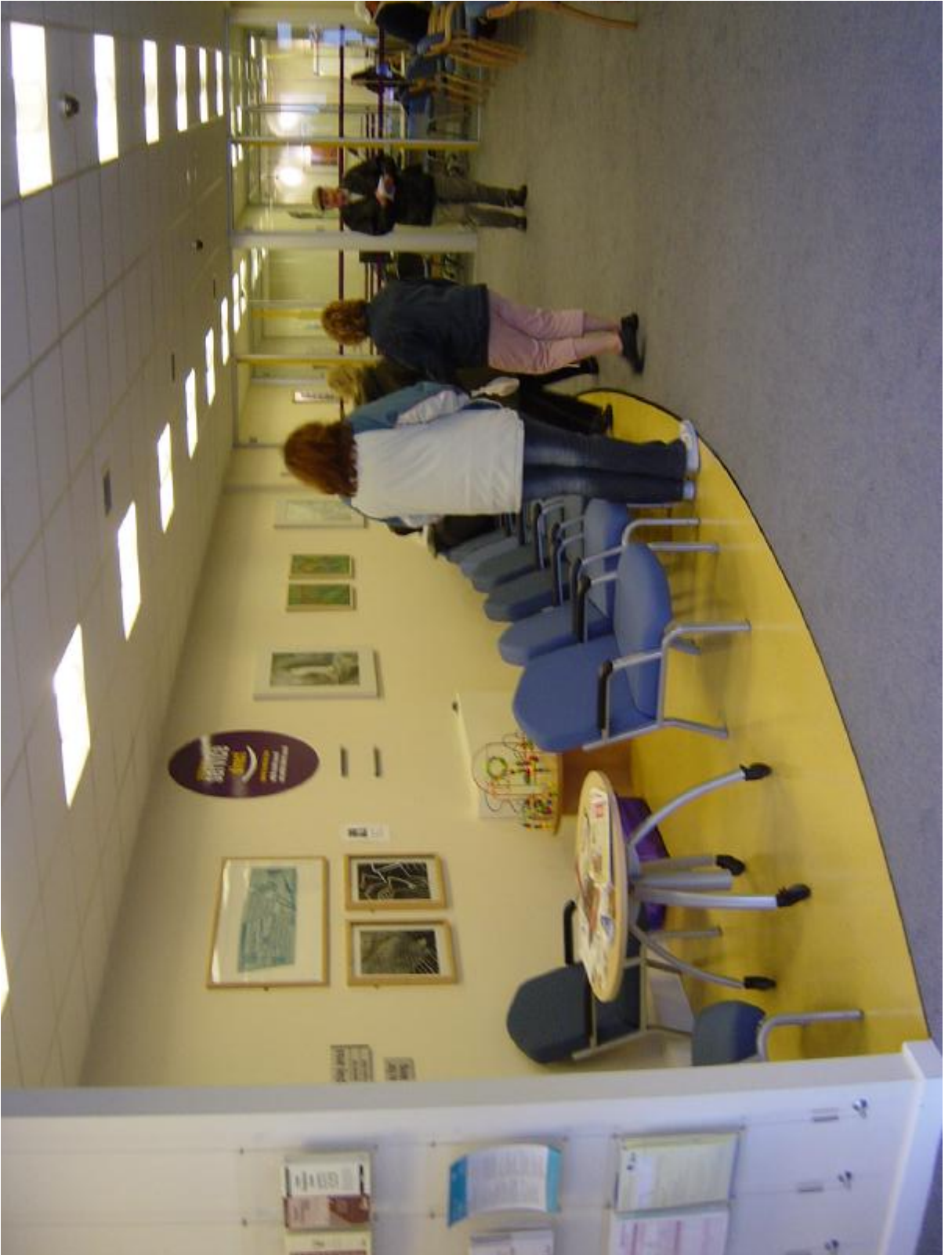


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Fenland

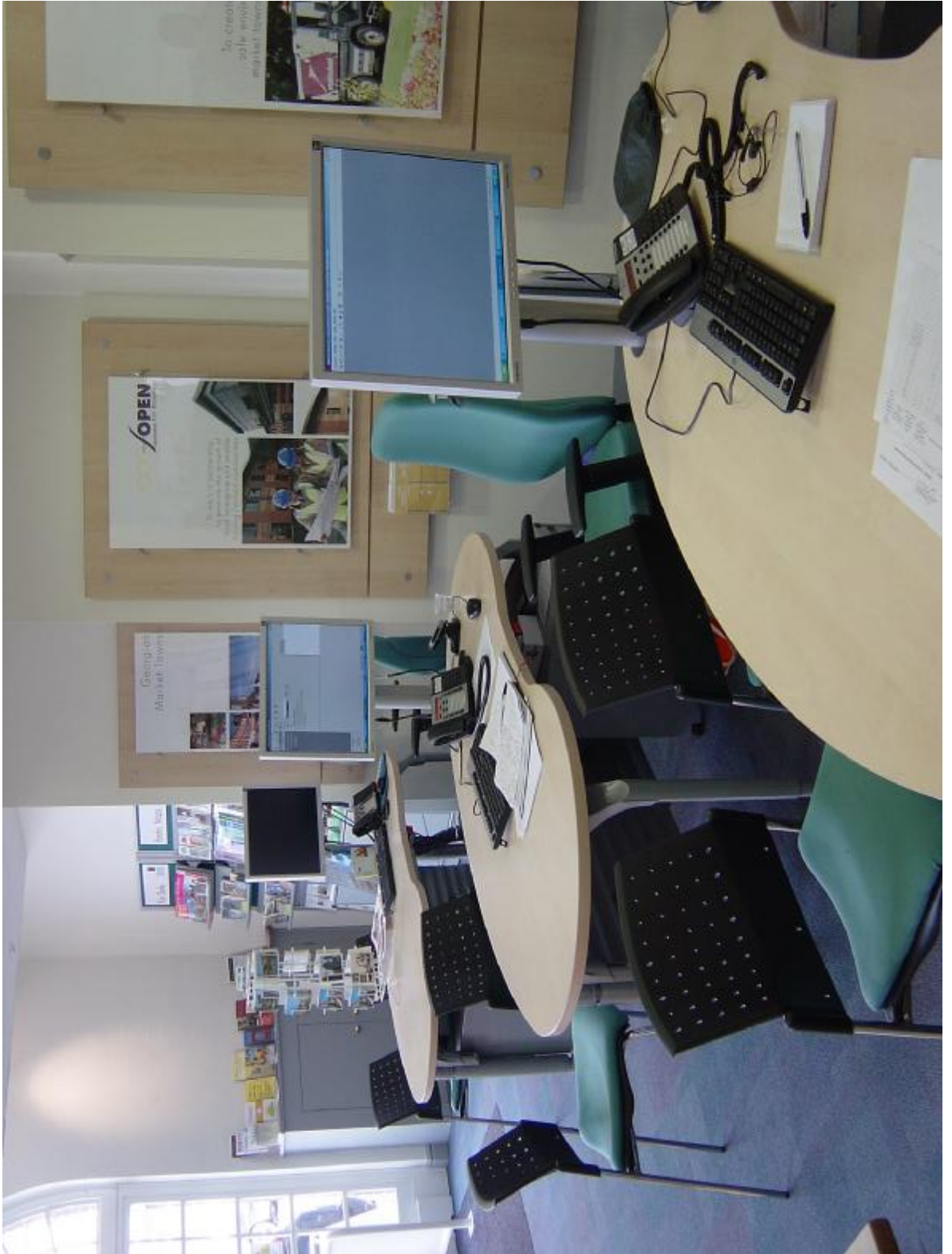


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East Herts



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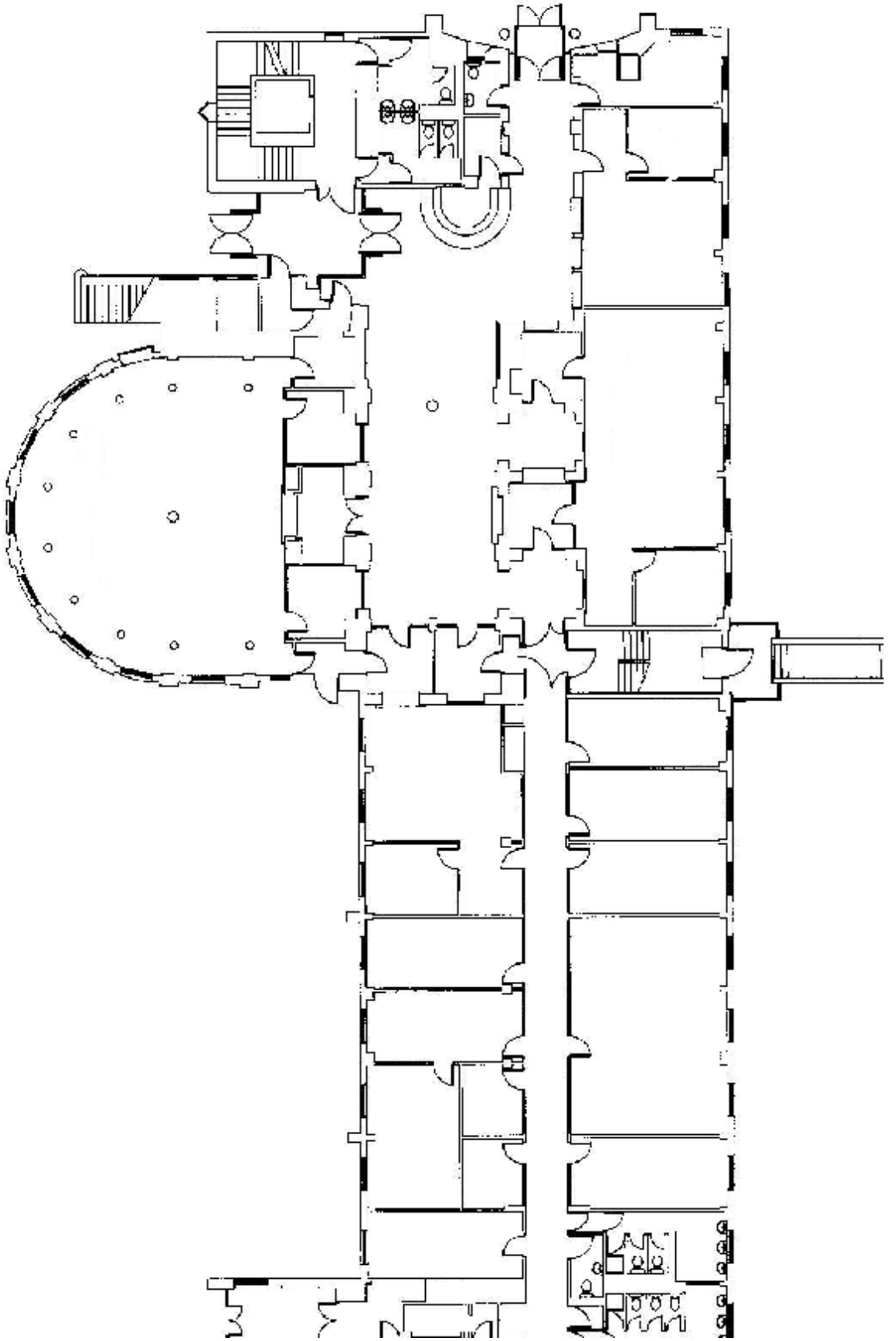






Key Design Principles...

- ⊕ Meet and greet
- ⊕ Multi-skilled customer advisers
- ⊕ Customer-friendly “Retail Environment”
 - Ground floor
 - One stop shop
 - Light and bright
 - Staff out in the open
- ⊕ Intuitive for new customers





Accommodation Options

1. Lower cost circa £400K

- ⊕ No structural work apart from relocation of internal partitions.
- ⊕ Limited alterations to main foyer/atrium to create one stop shop using existing housing reception points.
- ⊕ Retain existing entrances. Creation of telephone contact centre in adjacent housing offices.



Accommodation Options

2. Medium Cost circa £1.5m

- ⊕ Structural work.
- ⊕ Remove stairway to heaven.
- ⊕ Create one entrance - DDA works.
- ⊕ Creation of new one stop shop area incorporating the existing atrium into area occupied by housing repairs.
Creation of telephone contact centre customer adjacent.
- ⊕ Creation of corporate customer core on two levels relocating committee room within first floor.
- ⊕ Improve Council Chamber spectator facilities.
- ⊕ Resolve vehicular entrance and car parking issues



Accommodation Options

3. Higher cost circa £3.5m

- ⊕ Major structural works incorporating all of 2 above plus
- ⊕ Relocation of all Committee rooms to ground floor
- ⊕ Major works to remove/refit Council Chamber and create better facility for Council meetings
- ⊕ Suspend new floors into atrium



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Next Steps



Programme Plan

- ⊕ Workshop 20/2 (tba)
 - Review with all HOS/AHOS
 - Input to programme development
- ⊕ Programme Board
- ⊕ ICT & e-Gov Scrutiny Standing Panel
- ⊕ Cabinet



Accommodation Project

- ⊕ 8 to 10 days - Design & budgetary costs for Option 2
- ⊕ Virtual walkthrough costs of £5,000
- ⊕ Presentation to Programme Board and ICT & e-Government Scrutiny Standing Panel



Communications Project

- ⊕ Create an Intranet for the Programme
- ⊕ Start communicating with staff on a regular basis
- ⊕ 4 days – Initial set-up
 - Requirements and content gathering from Programme Team
 - Information architecture – site structure
 - Design work



Customer Excellence Training

- ⊕ Audience – staff (front/back office), managers & Members
- ⊕ Create a customer focused organisation
- ⊕ Generate enthusiasm and engagement to the programme
- ⊕ 3-4 days design and localisation
- ⊕ £175 per delegate (for a two-day course)



B2B – Call Automation

- ⊕ Managing the tender process
- ⊕ Produce a Requirements document
- ⊕ Advise during the procurement process
- ⊕ Client-side project management during deployment
- ⊕ Hand-holding to ensure project is a success



Any Final Questions...



Who is Foresight Consulting

From: Bob Dunn [<mailto:Bob.Dunn@idea.gov.uk>]
Sent: 02 November 2005 17:37
To: Bramwell, Roger; Cox, Brian
Subject: RE: Braintree Wins Award !
Roger

Excellent news and a result of the excellent progress Braintree has made. The Government's IT Strategy, published today, stresses the need to reflect customer needs "Services enabled by IT must be designed around the citizen or business, not the provider". The Strategy also seeks "efficiencies from fundamentally different ways of delivering public services". The research and benchmarking Braintree has done, together with the hard work and enthusiasm that has gone into delivery of this and the Support Plan, puts you in the forefront of this transformation.

To that end one of my IDeA colleagues Paul Connelly has asked if he can get in touch with you to include your experiences in some work he is doing with a national perspective. I have given him yours and Brian's contact details.

Keep up the excellent work and well done to all concerned.

regards
Bob

Bob Dunn
Improvement and Development Agency
Efficiency Services
07799 038257
bob.dunn@idea.gov.uk