

Project Documentation - Initial Project Proposal Document

Project: Future Customer Services face-to-face delivery

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1. Project Description

This report sets out details of proposals to remodel access arrangements for services provided by the Customer Services Centre (CSC) which supports residents and promotes online service delivery and efficiencies. The changes include moving away from a tradition face to face service whereby residents queue up and receive tickets to a modern offering which includes floor walkers who meet and greet residents and visitors, assisting those using self-service PCs, signposting and responding to enquiries.

This model is similar to that of banks and frees up staff capacity to support the most vulnerable residents helping to educate and encourage residents who are able to use on line services. The changes directly support and build on work undertaken to date to make it easier for residents to access Council services and information through digital channels. Additionally these proposals help to better manage customer demand and support individuals to become more resilient.

In scope:

The Customer Services Centre at East Pallant House

Out of scope:

East Pallant House office space and building

This project meets an identified need in the Council's Organisational Recovery plan. Specifically in relation to supporting on line service delivery for residents who may not be able to transact with the Council on line or where an initial level or ongoing level of support is required to help and assist residents in using the Councils on line services. Additionally by adopting this operating model there are potential savings of approximately £55k per annum which can be achieved subject to a restructure.

The Covid-19 pandemic has drastically changed the way residents are contacting the Council. Prior to Covid-19 the Council had seen some in roads into residents using online services but nothing to the extent of what we have experienced since Covid-19.

We now have the potential to transform our Customer Service Centre into a modern service delivery model for the future.

Customer services by channel data

Channel	01/04/19 - 31/07/19	01/04/20 - 31/07/20
Telephone calls (presented)	53,921	44,805
Face-to-face	9,489	132
Website	192,511	282,000
Total	255,921	328,074

If the CSC was re-opened as it operated pre Covid-19 we will lose all the momentum gained over the past 6 months. Residents have shown that where they need to they will use online services and we now need to capitalise on this.

2. Outcomes to be Achieved

- < A newly re-modelled CSC with prominent and improved signage promoting digital channels and on line payments;
- < Prominent floor walkers (fully trained Customer Service Officers) who meet and greet residents and visitors, signpost and offer help and advice;
- < Appointments offered for enquiries that cannot be resolved on line or via telephone, particularly where the customer is identified as vulnerable and unable to use on-line facilities with assistance;
- < Identification and understanding of what further needs to be done to include and support vulnerable residents who are unable to transact with the Council on line;
- < By implementing this proposal a saving of £55k per annum can be delivered after initial project costs and the timing is subject to a restructure.

3. Timescales

Action required	Delivery date
Consultation and engagement at Organisational Recovery Group	28 August 2020
Proposals drawn up for reconfigured Customer Service Centre and associated costs determined	9 September 2020
IPPD and proposals taken to SLT	9 September 2020
Report to Overview and Scrutiny taken and approval sought	November 2020
Report to Cabinet taken and approval sought	December 2020
Re-modelling of the Customer Service Centre takes place	December 2020 / January 2021
Re-configured Customer Service Centre opens	January 2021
Staffing restructure	Autumn 2021

4. Project Costs and Resources

Costs (£)		Source
One-Off	Signage, IT equipment and building works TBC estimated at £10k	Operational budget
Revenue		
Savings	£55k (subject to a restructure)	
Services engaged with and involved in the project delivery	Revenues, Benefits and Customer Services Housing Licensing Planning Parking Facilities Information Technology Health & Safety	

	Human Resources for restructure purposes
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5. Benefits vs. Cost

Year	Out	In	Balance	Payback
1	£10,000	£0	-£10,000	
2	£0,000	£00,000	£0,000	
3	£0,000	£55,000	£45,000	Savings from 2022/23
4	£0,000	£55,000	£90,000	
5	£0,000	£55,000	£145,000	
5 Year Total			£145,000	

6. Identify Risks

Risks	Mitigating actions
Project not delivered on time	Project management delivery approach used and regular project meetings to take place to track and monitor project delivery, remove blockages and barriers.
Project not delivered within agreed budget	Project costs coming out of the operational budget for Revenues, Benefits and Customer Services and all costs monitored to ensure project delivered within budget.
Residents do not buy into new service operating model	Publicity of the new service model will be promoted in advance of the reconfigured CSC opening. Success stories will be promoted and residents will be welcomed upon arrival, supported and educated as far as is reasonably practicable to use the Councils online services. Learn from feedback received and implement improvements.
Officers do not buy into new service operating model	Managers engaging with officers from the beginning right through the project process and involve them in service design. Managers are open to ideas, challenges and questions and use ideas and feedback to form ultimate re-design.

7. Appendix

A. Customer Services survey