



Confident, Capable Council Scrutiny Panel

28 June 2016

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny
Venue Committee Room 3 - 3rd Floor - Civic Centre

Membership

Chair Cllr Rita Potter (Lab)
Vice-chair Cllr Andrew Wynne (Con)

Labour

Cllr Alan Bolshaw
Cllr Jacqueline Sweetman
Cllr Mary Bateman
Cllr Caroline Siarkiewicz
Cllr Dr Michael Hardacre
Cllr Payal Bedi-Chadha
Cllr Louise Miles
Cllr Paula Brookfield
Cllr Ian Brookfield

Conservative

Cllr Udey Singh

Quorum for this meeting is three Councillors.

Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

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Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1 **Apologies**
- 2 **Declarations of interest**
- 3 **Minutes of previous meeting (20 April 2016)** (Pages 3 - 6)
[To approve the minutes of the previous meeting as a correct record]
- 4 **Matters arising**
[To consider any matters arising from the minutes]

DISCUSSION ITEMS

- 5 **Future Works - ensuring that we have the right IT infrastructure and business processes** (Pages 7 - 14)
[Andy Hoare, Head of Service – ICT will present report on the Digital Transformation Programme and how new technology will support the Customer Service transformation, provide enhanced business intelligence and support anti-fraud initiatives]
- 6 **Future Customer - improving customer service** (Pages 15 - 38)
[Sue Handy , Head of Customer Service, to present report on progress against delivery of the Customer Service Transformation Programme and the Customer Service Strategy Action Plan.]

Confident, Capable Council

Scrutiny Panel

Minutes - 20 April 2016

Agenda Item No: 3

Attendance

Members of the Confident, Capable Council Scrutiny Panel

Cllr Alan Bolshaw
Cllr Jasbir Jaspal
Cllr Jacqueline Sweetman
Cllr Mary Bateman
Cllr Andrew Wynne (Vice-Chair)
Cllr Harbans Bagri
Cllr Milkinderpal Jaspal
Cllr Rita Potter (Chair)

In Attendance

Cllr Andrew Johnson, Cabinet Member for Resources

Employees

Earl Piggott-Smith	Scrutiny Officer
Sam Axtell	Consultation and Community Involvement Officer
Mark Taylor	Director of Finance

Part 1 – items open to the press and public

Item No. *Title*

- 1 **Apologies**
Apologies were received from the following members of the panel:

Cllr Payal Bedi
Cllr Wendy Thompson
- 2 **Declarations of interest**
There were no declarations of interest recorded.
- 3 **Minutes of previous meeting (3 February 2016)**
That the minutes of the meeting held on 3 February 2016 be approved as a correct record and signed by the Chair.
- 4 **Matters arising**
Minute 6: Future Money: Agresso payment performance

Scrutiny Officer advised that a report on the Council's performance in recovering payments owed by debtors for domiciliary services has been added to the panel work programme for 2016/17.

5

Future People - Update on Employee Volunteering Scheme

Sam Axtell, Consultation and Community Involvement Officer, thanked the panel for the opportunity to update them on progress made with the employee volunteering scheme. The Consultation and Community Involvement Officer outlined the main elements of the scheme and the benefits to the employee and the Council.

The Consultation and Community Involvement Officer highlighted the achievements to date and the progress in raising awareness of the scheme in a number of articles in City People.

The Consultation and Community Involvement Officer commented on the positive response from members of the Corporate Leadership team who volunteered to work in a soup kitchen and Food Bank. Mark Taylor, Director of Finance, shared his experiences of volunteering with the panel and what he had gained from taking part.

The Consultation and Community Involvement Officer commented that the willingness of the senior managers to take part in volunteering was very much welcomed and it was hoped that this would inspire other people to consider becoming a volunteer.

The Consultation and Community Involvement Officer reported that the number of volunteers had increased from 14 to 30 in February 2016.

The Consultation and Community Involvement Officer commented that in response to a suggestion from the panel about holding a celebration event for volunteers. A special category was added to recognise the work of volunteers at the recent Star Awards event, for their outstanding contribution to volunteering. The Consultation and Community Involvement Officer commented that the opportunity to volunteer will be part of the employee induction process, supported by other information available on the Council website.

The panel welcomed the progress made and the success of the volunteering programme in getting people involved. The panel queried if there was a clear link between the work being done by volunteers and the Council's strategic priorities. The panel suggested that the scheme would benefit from have clear performance measures to show how it contributes towards the Council's strategic priorities.

The Consultation and Community Involvement Officer agreed to have discussions with colleagues about taking forward the suggestion.

Resolved

The panel to receive a briefing paper at a future meeting about how the work of the employee volunteering scheme will be evaluated and linked to the Council's corporate priorities.

6

Future Money - Budget Update and Review Report

Cllr Andrew Johnson, Cabinet Member for Resources, introduced the report and invited panel comments on the management of budget risks and the budget forecasting work. The Cabinet Member for Resources commented on the progress in achieving the savings target.

A report will be presented to Cabinet on 20 July 2016 detailing how this will be achieved. The Cabinet Member for Resources commented that it will be a very challenging target to achieve the savings, but was confident that the Council was on course.

The panel discussed the financial implications of vote to leave the European Union on the Councils financial modelling work and how the issue has been considered in the forecasting work. The Cabinet Member for Resources referred to a recent Government treasury report which set out a number of different scenarios of a decision to leave on the economy.

Mark Taylor, Director of Finance, commented that the issue would be considered as a financial risk in the corporate risk register.

The panel welcomed the report.

Resolved

The panel agreed to receive the report and noted the progress made in effectively managing the Council's finances.

The meeting closed at 18.45

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Confident Capable Council Scrutiny Panel

28 June 2016

Report title	Future Works - ensuring that we have the right IT infrastructure and business processes	
Cabinet member with lead responsibility	Councillor Andrew Johnson, Resources	
Wards affected	All	
Accountable director	Mark Taylor, Corporate Services	
Originating service	Information and Communication Technology (ICT)	
Accountable employee(s)	Andy Hoare Tel Email	Head of Service, ICT 01902 554044 Andy.Hoare@wolverhampton.gov.uk
Report to be/has been considered by	C3 Scrutiny Panel	

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Note the progress of the Future Works programme with regards the provision of IT solutions to enable business change through digital transformation.

1.0 Purpose

- 1.1 The purpose of this report is to provide the Panel with an insight as to how the Future Works Programme, which is responsible for the provision of ICT solutions, is enabling digital transformation which in turn is supporting the transformation of Customer Services, changes to working practices and locations and the delivery of the Confident, Capable Council portfolio.

2.0 Background

- 2.1 Future Works is an enabling programme. The programme is responsible for ensuring that the right technology solutions are commissioned to support the Council's business change ambitions. As with all transformation programmes, the focus should not be on the technology but the desired business or customer outcomes. Generally speaking, these outcomes result in the rationalisation and automation of existing business processes, but sometimes they provide a real opportunity to do something very different, especially if the technology is readily available.

3.0 Business process improvement

- 3.1 As an example, consider the process for a member of the public to report their bin has not been emptied. Anecdotally something similar to the following occurs:
- The citizen calls the Council's Customer Contact Centre to report that their bin has not been emptied. Calls can only be received between the hours of 0800 and 1800 Monday to Friday.
 - The Customer Contact Centre captures the details and then contacts the relevant person in the Waste and Recycling Service.
 - Someone in the Waste and Recycling Service contacts the contractor to understand why the bin was not emptied.
 - The contractor contacts the crew responsible for the bin collection to understand why the bin was not emptied.
 - The contractor provides the information to the Waste and Recycling Service.
 - The Waste and Recycling Service provides the reason to the Customer Contact Centre.
 - The Customer Contact Centre informs the citizen.
- 3.2 Technology can be utilised to rationalise and automate elements of the above process:
- The citizen could submit an electronic web form with the relevant details about their address and the missed bin collection via the Council's web site. This can be submitted at any time as the form will be available 24 hours a day, 7 days a week.
 - The request can be captured automatically in the Customer Contact Centre's request logging system and routed automatically to the Waste and Recycling Service and the contractor at the same time.
 - The contractor contacts the crew responsible for the bin collection to understand why the bin was not emptied.

- The contractor responds electronically to the automated request received from the Customer Contact Centre's logging system.
- The Customer Contact Centre's logging system is automatically updated and an automated electronic response with the information supplied by the contractor is sent to the citizen via email.

3.3 Whilst technology has automated and improved the process, there is potentially a better outcome that could be achieved for the citizen by considering the desired customer outcome in a different way:

- As the bin crew come across a bin that can't be emptied because it contains contaminated waste they can take a picture of the contents of the bin and send it electronically, there and then, to the Customer Contact Centre's logging system along with the address of the property.
- The information will be captured automatically in the Customer Contact Centre's request logging system.
- The Customer Contact Centre's request logging system can use the address to locate the house owner's details which may include an email address and a mobile phone number.
- The Customer Contact Centre's request logging system can automatically email or text the householder to inform them that their bin has not been emptied, providing the picture taken by the bin crew and a link to information about how to deal with a contaminated bin.

3.4 The business process is now focussed on the customer outcome and technology has been utilised to match known facts about the bin and the address to identify the householder, obtain their contact details and to inform them proactively. The householder may still not be happy that their bin has not been emptied but they have been provided with a reason why, the evidence and the information on how to rectify the situation.

4.0 Technology as an enabler

4.1 At first glance the suggested citizen focussed process appears fanciful, however the technology required to make the proposed process viable is well proven and readily available:

- A simple smartphone with a camera and 4G connectivity can take a photograph. An App on the smartphone can allow the household address to be captured and sent with the photograph, very similar to the Council's existing Report IT App.
- There are many customer contact centre request logging solutions that accept electronic requests and based on some simple workflow rules can initiate actions / activities automatically, including the sending and receiving of emails and texts.
- Addresses and householder names are held in the Council's Council Tax database.
- Datasets containing addresses, householder names, email addresses, mobile phone numbers etc. are available from commercial organisations such as Experian.

- Solutions are available to match and merge datasets to enrich the quality of information held about an individual.

4.2 Technologies such as these have been harnessed to enable business process and customer service transformation in local government at the London Borough of Newham, City of Peterborough Council, Coventry City Council and Telford and Wrekin Council amongst others, as well as the City of Wolverhampton Council.

5.0 Digital Transformation Programme

5.1 The Future Works programme established the Council's Digital Transformation Programme. The Digital Transformation Programme's vision is to deliver better customer outcomes, customer experience and customer service utilising, where appropriate, technology. The Digital Transformation Programme is a business change programme not a technology implementation programme.

5.2 The Digital Transformation Programme has three streams of delivery:

- Customer Engagement Platform: the Council's Customer Contact Centre's request logging system using the latest technologies from Microsoft. The platform went live in the Council's Customer Contact Centre towards the end of March 2016 and is being used by approximately 140 Customer Service Operatives. The platform is currently being enhanced to deliver the first set of digital enabled citizen services, such as bulky waste collection, accessible through a citizen self-service portal via the Council's web site.
- Single View: a platform that allows data from different sources to be brought together, matched, merged and cleansed to provide a single version of the truth. A single view of the citizen is the initial focus with data being matched from the Housing Management system, Social Care system and the Revenues and Housing Benefits system to create 200,000+ unique citizen records for the Customer Engagement Platform.
- Business Intelligence: enhanced reporting capability to improve management information for managers and to provide predictive analytics i.e. 'what if' scenario modelling for strategic decision makers. A report to aid and support the Council's 250+ Budget Managers with their budget monitoring and forecasting responsibilities was made available during May 2016. Further reporting requirements for HR, Customer Services and Children's and Adults Social Care are currently being developed.

5.3 An overarching activity of Business Change operates across the Digital Transformation Programme to understand existing business processes, and with the support of employees in the service areas and in Customer Services, develop new citizen focussed digital services utilising the technologies that are available.

5.4 The Digital Transformation Programme is enabling the delivery of further benefits of the Customer Services Transformation Programme. The automating of previously manual activities such as the sending of confirmation, progress update and closure emails using the Customer Engagement Platform is a simple example of efficiency improvements.

- 5.5 Web Chat will be introduced in the current phase of development which will not only facilitate the uptake of the new citizen focussed digital services, but will also further increase the productivity in the Customer Contact Centre as Customer Service Operatives may be able to handle 3 to 4 customer interactions simultaneously. Further technology enablement of the Customer Engagement Platform will also provide social media integration through Social Listening. Social Listening allows the Council to interrogate and understand what is being raised on social media about the Council and the City of Wolverhampton, enabling the Council via Customer Services to respond in a proactive manner.
- 5.6 Opportunities to enrich the matched citizen records are being explored, adding email addresses and phone numbers to information already captured and matched. This will enable the provision of personalised citizen services, assist with the authentication of users of the new citizen portal and provide the Council's Communications Team with enhanced marketing and contact information.
- 5.7 Enriched cleansed data combined with powerful business intelligence tools can provide revealing insights. A key area where these insights can deliver benefit to the Council is in the detection of fraud. As an example, people who claim a single person's discount for Council Tax can be matched by address and occupier with other Council and external datasets containing address and occupier information resulting in a report identifying households with more than one adult occupier. Further interrogation may be able to establish any other benefits the person or persons may be claiming.
- 5.8 The Digital Transformation Programme is a disruptive and an enabling programme, challenging current working practices and ideas, delivering better customer outcomes through business change, by adopting 'digital by design' principles rather than 'digital by default'; the programme is not a 'channel shift' programme.
- 6.0 Better ways of working**
- 6.1 The Future Works programme is also transforming the way Council employees work. As a workforce, there is a need to be more mobile with the capability to work from almost any location, whether it be in a resident's home, a business premise, a building site, the car or from home. The requirement is to be able to securely access all the Council's data and services from these locations using an appropriate device, just as though the data and services were being accessed at the Civic Centre.
- 6.2 The Future Works programme is piloting a number of mobile and tablet devices with different worker types from across the council. These worker types range from standard desk bound employees, to mobile employees within a corporate centre, to employees working across a number of Council sites to a fully-fledged field worker whose work place is in client's homes or businesses.
- 6.3 The introduction of a standard operating platform of Microsoft Windows 10 across all devices, i.e. desktops, laptops, tablet and smartphones, will enable the interoperability of functions and data with a consistent approach to look, feel, operation and security. The

continued rollout of Microsoft Office 365 containing collaboration tools such as Skype for Business for presence, instant messaging and video conferencing capabilities and SharePoint for the sharing of documents, as well as the normal Office products of Word, Excel, email etc. facilitates the introduction and operation of 'virtual teams'.

- 6.4 Employee self-service portals with integration to the Customer Engagement Platform and reporting dashboards, underpinned by a single view of data will be securely accessible from any location and any council device.
- 6.5 As the council continues to rationalise and consolidate its property portfolio through the Future Space programme the exploitation and adoption of mobile and agile working practices and technologies becomes an integral part of the delivery strategy. When mobile and agile working practices and technologies are fully embraced better ways of working are achieved with greater empowerment of employees, increased productivity, improved moral and reduced costs.

7.0 Data, privacy and security considerations

- 7.1 Data is the key component which binds business processes to technology. A significant proportion of data is considered to be personal data, therefore it is imperative that the use and security of this data is given proper consideration.
- 7.2 Privacy Impact Assessments (PIAs) are completed to ensure compliance with the Data Protection Act with regards the storing, processing and use of the data and thus reduce the risks of harm to individuals through the misuse of their personal information.
- 7.3 Data will be used to verify individuals who access the Council's digital services through the citizen portal. A number of services won't require any authentication as they can be accessed anonymously while others will require an email address and password. There will be some digital services which will require a higher level of authentication or verification and this is where other known facts held about an individual can be used to provide that extra level of assurance, for example, the confirmation of their National Insurance number and/or date of birth to gain access to social care information.
- 7.4 In the digital world personalisation and profiling is used to target specific services to certain demographic groups. Data is key to enabling this personalisation. The data held by the Council may not be sufficient by itself to enable personalisation or profiling and may need to be enriched with data from other sources such as other local authorities, central government agencies, health, third sector bodies and the private sector. Future Works is delivering the practices and technology to enable the matching, merging and cleansing of the data whilst ensuring its integrity, security and accessibility.
- 7.5 The challenge for many public sector organisations now is not only to keep their data secure but also to make it publically available for anyone to reuse and redistribute. This concept is known as Open Data and has been used to great effect by Transport for London. Transport for London have made travel information available and encouraged other organisations and community groups to develop applications that can be used by

others. Many of the London journey planning applications have been developed in this way.

- 7.6 As the quality of Council's data improves through matching and cleansing activities, data will be prepared to be publically published. Some data may need to be anonymised or consolidated to ensure no specific individual or organisation can be identified from the processing of the data. Once the data is made publically available it may be possible for individuals or groups to combine the Council's published data with similar information across the Black Country or the Combined Authority to provide a greater insight into an area of interest to them. This may result in applications being developed and made publically available for others to consume the information.

8.0 Financial implications

- 8.1 The Future Works programme is intended to deliver transformation, improve efficiency and increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.
- 8.2 A £3.5 million capital budget has already been provided for the Digital Transformation Programme. There will be financial implications from the future investment in Future Works initiatives. These investments will be subject to the Council's procurement and governance arrangements.
[GE/10062016/P]

9.0 Legal implications

- 9.1 There are no legal implications in implementing the recommendations in this report. Future investments in Future Works initiatives will need to be considered by Information Governance in relation to the impact on policies, information risk, information security and information sharing protocols and statutory legislation concerning the storing, processing and disclosure of data and information.
[Legal Update: TS/13062016/I]

10.0 Equalities implications

- 10.1 An equality analysis is completed at the commencement of each Future Works initiative. There are no equalities implications as a consequence of this report.

11.0 Environmental implications

- 11.1 There are no environment implications in implementing the recommendations in this report.

12.0 Human resources implications

- 12.1 There are no HR implications in implementing the recommendations in this report.

13.0 Corporate landlord implications

- 13.1 There are no direct implications in implementing the recommendations in this report. The Future Works programme supports the rationalisation of the council's property assets.



Confident Capable Council Scrutiny Panel

28 June 2016

Report title	Future Customer – Improving Customer Service	
Cabinet member with lead responsibility	Councillor Andrew Johnson, Resources	
Accountable director	Mark Taylor, Corporate Services	
Originating service	Customer Service	
Accountable employee(s)	Sue Handy Tel Email	Head of Customer Service 01902 553053 sue.handy@wolverhampton.gov.uk
Report to be/has been considered by	C3 Scrutiny Panel	

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Note progress against delivery of the Customer Service Transformation Programme.
2. Note progress against delivery of the Customer Service Strategy Action Plan

1.0 Purpose

- 1.1 The purpose of this report is to update Confident Capable Council Scrutiny Panel on progress against delivery of both the Customer Service Transformation Programme and the Customer Service Strategy Action plan.

2.0 Background

Customer Service Transformation Programme

- 2.1 Delivery of the Customer Service Transformation Programme (CSTP) began in November 2014, the primary focus of the programme is the creation of a single front office for the council, which handles all customer enquiries. In order to facilitate this it is necessary to transfer as much customer facing activity as possible into Customer Service. The functions transferring into the contact centre are tier 1 and 2 activities which are deemed to be high volume and low complexity.
- 2.2 In order to support delivery of the programme a new Customer Engagement Platform has been procured and implemented alongside delivery of the CSTP. The new CEP will expedite channel shift in line with our digital by design ethos, allow for the production of improved performance information to support evidence based change within the organisation and enable a single view of the customer. Where possible, the new CEP will replace small bespoke IT solutions within service areas which will reduce licence and support costs for the authority.
- 2.3 Following a diagnostic check across the council by an external partner, a migration plan or 'Wave Plan' for services to migrate into the customer service was produced and approved by Cabinet in April 2014. The criteria for services being on the "wave plan" were identification of high levels of low complexity customer contact being received by that specific service area. Each service area identified on the plan undergoes a 4 week baselining exercise which is carried out by the transformation team within Customer Services.
- 2.4 The baselining process involves the transformation team sitting within service areas and in consultation with the teams they monitor all activity undertaken by employees. A draft recommendation or baseline report is then produced which details what is deemed to be tier 1 and 2 activity and therefore what is 'in scope' for transfer into Customer Services. The report also details what associated resource is required to transfer in order to handle this volume of customer contact. The draft baseline report is reviewed by Operational Managers, Head of Service and Assistant Director of the particular service area; during review meetings the transformation teams understanding of the service is checked and provision of associated resources are discussed and negotiated. Baseline reports are amended where appropriate and the report is submitted to the monthly Customer Service Transformation board for consideration and endorsement.
- 2.5 Where possible migrating functions are lifted and shifted into Customer Services with processes continuing to be delivered as they have been in the short term. Once the migrated team has settled within Customer Services the transformation team, together

with the newly migrated employees carry out Business Process Reengineering (BPR) of the processes and systems used. Processes are then streamlined, IT systems improved and where appropriate digital access channels for customers are opened up. Customer Service works closely with the rescinding department to ensure that any change to service delivery is acceptable to them and performance data provided is clear and presented in a format and to a timescale that is agreeable to all parties. This bespoke agreement is built into an SLA which is reviewed with the service area on a monthly basis.

- 2.6 To provide on-going resilience in service delivery a number of Customer Service employees are trained to carry out functions for newly migrated services. Training packages are developed and delivered in consultation with employees and senior managers from the rescinding service. Senior managers of the rescinding service often support and participate in delivery of this training and where appropriate carry out a floor walking function to support employees taking migrated calls on the first day of operation.
- 2.7 Each of the services migrated into Customer Services is subject to a risk assessment and equalities analysis which is undertaken in conjunction with the rescinding service area. The CSTP is a corporate project; progress on delivery of the programme is reported to the Corporate Programme Office through Verto.

Customer Service Strategy

- 2.8 The current Customer Services Strategy was approved for delivery by Cabinet on 22 July 2015. The strategy sets out the five principals of customer service that we are committed to delivering as an organisation.
- I. Customer needs -: We will put the user at the heart of service design and delivery to ensure that we provide responsive, joined-up services that are inclusive and customer focussed.
 - II. Access to council services -: We will provide easily accessible services and information promptly and in a way that reflects our customers' choices, needs, and circumstances. This will include as a priority the development and implementation of a Channel Management System for the council's website to facilitate channel shift when this is desired by our customers.
 - III. First time resolution -: We will reduce the need for customers to repeatedly contact us because we have failed to deliver a service or information by getting it 'right first time'.
 - IV. Employees -: We will ensure that employees have the skills and abilities to deliver effective, customer focussed services, are encouraged to work in a collaborative way and have a role in identifying and developing improvements.
 - V. Improvement -: We will use customer and staff feedback, business intelligence and performance reporting to achieve continuous service improvement.

Implementation of the strategy is supported through delivery of a 5 point action plan; progress against delivery of this action plan is reported at monthly Future Customer Board meetings.

3.0 Current Position

Customer Service Transformation

- 3.1 The original service migration plan consisted of 5 waves, the Future Customer Board have endorsed an incremental increase in the number of services on the wave plan which now consists of 7 waves. The table attached at appendix 1 shows services that have been migrated to date, those currently in the process of being migrated into the contact centre and those yet to be agreed. It is anticipated that the migration process will be completed by March 2018.
- 3.2 Customer Services produce monthly dashboards which monitor performance of all customer contact channels, dashboards are presented to the Leader of the Council, SEB and WLT each month for information. Performance relating to abandoned customer calls have improved for all services which have been migrated into customer services. Monthly statistics for individual services are now produced for Bereavement Services, Registrars and WV Active. On average call abandonment rates for services were between 33% and 85% before migration, abandonment rates for these areas are now 15% or below. For income generating or sensitive services such as registration and bereavement services abandonment rates are now less than 5%. An example performance dashboard is attached at appendix 3.
- 3.3 Customer Services are currently working closely with the digital transformation team to develop Qlick view dashboards for the contact centre. Once introduced Services will be able to access these dashboards in real time in order to monitor contact centre performance for their area. This data can be manipulated and used to provide evidence for operational service improvement. It is anticipated that functionality will be available during October 2016.

Customer Services Strategy

- 3.4 The action plan supporting delivery of the customer service strategy is broken down into 5 strands; customer needs, Access to Council Services, first time resolution, employees and improvement. Progress against each of the identified actions is detailed in table 1 below.

Table 1.

Strategy Action Plan Update

Strand	Activity	Update
Customer Needs	Implement the target Operating Model	<p>A restructure to align resources with outputs to achieve the target operating model was completed in July 2015; further enhancements were made in April 2016 through a restructure of the councils complaints function.</p> <p>Delivery of the Target Operating model is ongoing through service migration.</p>
	Provide customers with automated notifications to confirm action / progress of enquiry e.g. bin orders pothole repairs	<p>To date automated notifications have been trialled successfully on both the tip permit and blue badge application services. In the case of tip permits, 70% of contact has been channel shifted. In the main this channel shift can be attributed to the trust that automatic notifications have instilled in customer's using the service.</p> <p>The 'Report it' app was launched in August 2014 and whilst this provides automated notifications to customers it is a very administrative heavy process with a number of manual processes in the back office increasing the margin for error.</p> <p>The Digital Transformation Programme will enable Customer Services to deliver an improved 'report it' service from Autumn 2016.</p> <p>The Digital Transformation Programme will also enable improvements to be made to our 'My Account' function. Customers will be able to logon to their account to view progress of enquiries, irrespective of the channel used to report the issue.</p>
	Exploit the email subscription	A new product, GovDelivery was

	<p>audience to reach out to customer's pre – emptying their needs. e.g. 'you previously attended this event, why not....'</p>	<p>procured and implemented in September 2015. This tool enables us to share subject subscription lists with neighbouring local authorities and national agencies such as the MET Office to push information to customers on request.</p> <p>Through the launch of the new Customer Engagement Platform (CEP) we will shortly be able to use intelligent reporting which will allow us to target Wolverhampton customers who regularly report particular types of enquiries. For example this will mean that serial missed bin reporters can be identified and supported in resolving on going issues through education, assisted collection etc.</p> <p>In addition, we will be able to target post-code areas or problem areas for issues such as fly tipping and graffiti. This targeted messaging can be coupled with appropriate 'push' messages (communication campaigns such as fostering etc).</p>
	<p>Produce 'apps' where trends indicate a benefit to the customer.</p>	<p>At the current time City of Wolverhampton Council has two apps – one which is available on IOS devices giving basic information regarding Council services and secondly, the Report it App. It is industry standard that apps are created to give customers/users access to information in a convenient and efficient manner – i.e. train times, events, offers.</p> <p>Going forward through the Digital Transformation Programme will enable us to release an app which allows customers to view their accounts online detailing the status of their current cases/enquiries.</p>

	Engage in matrix working with the Corporate Communications team to manage social media channels.	<p>A social media listening tool, Social SignOn was implemented in September 2015 and is used to publish and track campaigns. The web team within Customer Services monitor 'click through' and subsequent activity on digital channels. This monitoring provides a view of how successful a marketing campaign has been.</p> <p>The current system is likely to be replaced by the technology available through the new Customer Engagement Platform which will 'listen' for customer comments and alert the Customer Service team.</p> <p>The Customer Service team currently monitor social media channels for service requests and aim to respond within 2 hours. The Communications team also respond to general comments identified by Customer Services as well as managing published CWC social media content/promotions.</p>
Access to Council Services	To support the procurement and implementation of the new digital engagement platform/ CEP	<p>The Microsoft Dynamics platform was procured during Autumn 2015. Phase 0 of the Customer Engagement Platform (CEP) which set out to replace the historic LA CRM system which was implemented in 2004 was successfully delivered on time on the 23 March 2016. This phase provided 'like for like' capability with some small quick wins being made available through the new technology.</p> <p>In addition, a Master Data Management solution was launched which pulls together a single view of the customer from three source systems and will enable better management/visibility of customer</p>

		<p>data going forward.</p> <p>The next phases of the programme focusses on the launch of self-service processes online, releasing mapping/booking/payment and tracking services to the public via wolverhampton.gov.uk Releases such as online bulky waste and pest control services are expected in Autumn 2016.</p>
	<p>Develop a 'My Account' function for customers to self-serve.</p>	<p>In April 2015 tip permits were the first online self-service task to be made available to Wolverhampton residents. This resulted in 70% of contact being channel shift from the contact centre to the online channel.</p> <p>Since then Revenues and Benefits have worked closely with customer Services to launch an e-billing and business rates service where customers can logon to review their council tax bill.</p> <p>More recently an online housing benefit application has been launched. Landlords are now also able to track payments to their tenants online through a Landlord Portal significantly reducing calls into the contact centre.</p> <p>The Digital Transformation Programme, will enable Customer Services to increase the pace of services released online over the next 12 months. Tracking of the number of registered users will be monitored to measure uptake/success.</p> <p>We currently have 13,942 registered users of My Account, 5,160 of which are signed up to tip permits and 1,554 for e-billing.</p>
	<p>Introduce 'Live Chat' to support</p>	<p>Live Chat has been trialled on two</p>

	online self – service.	<p>occasions in the past year – most successfully across Fostering Fortnight campaigns. This trial has enabled us to test different types of live chat software and measure the customer experience offered.</p> <p>Live Chat however should be used to offer convenience online and prevent use of more expensive contact channels. This will become more relevant as additional services are made available online. The chat agent function will be made available on content which has been identified as requiring agent support to guide customers through online processes.</p> <p>This service will help educate customers for future adoption of online services.</p>
	Provide self-service kiosks at reception points.	The FutureSpace programme for the Civic Centre commenced during May 2016, self-service payment kiosks will be installed in early 2017.
	Promote digital access points to customers e.g. libraries.	<p>To date, a ‘check and send’ service has been launched for Blue Badge applications at three locations across the city. Demand to widen this service to other locations is currently being reviewed.</p> <p>In addition, the launch of a standalone website for Universal Credit has seen the introduction of a locator tool for free internet provisions across the city.</p> <p>We are currently working with the Head of Service Improvement to explore digital access points for Council services in Leisure Centres.</p>
	Reduce turnaround times for emails, social media and emerging channels.	This will become possible as online self-service is rolled out across more processes. For example with tip permits, customers previously had

		to phone 24 hours in advance to book onto the site – they are now able to do this instantaneously online.
	Obtain 4* (out of 4) SOCITM rating for the corporate website.	<p>In 2015 Wolverhampton attained a 3* rating (with an overall improved percentage score).</p> <p>We are currently awaiting the overall 2016 rating (to be confirmed during June). However we know that this year City of Wolverhampton has scored its first 4* ratings across assessments on bin content online, reporting parking issues and for our mobile responsive and navigational elements of the website.</p>
First Time Resolution	Migrate high volume customer contact into Customer Service department so that customers do not have to understand how the Council operates	18 services with high volumes of customer contact have been migrated into Customer Services since November 2014.
	Automate simple administrative processes which enable low complexity high volume enquiries to be satisfactorily answered at the first point of contact.	<p>Some example of this to date are the launch of a 'find my nearest' tool in January 2015 whereby customers can find their nearest Councillor, leisure centre, GP, bus stop, and access their bin collection date/calendar.</p> <p>Another example is the aforementioned landlord portal service.</p> <p>Business Process Reengineering of service requests regarding dirty premises and noise complaints etc. have enabled process automation which has increased resolution at first point of contact.</p>
	Reduce number of enquiries which require additional support at first point of contact.	Technical solutions have been implemented to improve administrative processes to put customer enquiries at the heart of service design. E.g. 400+ customers were enquiring about the status of

		<p>their blue badge application. Through the development of a SharePoint solution, these calls have now reduced by over 75% as the process has been refined and status updates are now available live in the Contact Centre.</p>
Employees	Retain Investors In People (Gold) status.	<p>In December 2015 Customer Services attained Investors In People Gold status for a second time and the department is now accredited until 2018. Front facing employees are wearing 'Investors in People' gold badges with plaques to be displayed in the re-designed Ground Floor of the Civic Centre.</p>
	Monitor adherence to corporate customer service standards.	<p>Individual service reviews are currently being undertaken by the Councils transformation function. This process monitors service areas compliance with corporate standards. Going forward Qlik view Business Intelligence software will enable this information to be readily available.</p> <p>The Customer Service Web Team are the gate keepers for all digital channels, including websites, associated with the Council and ensure adherence to corporate standards.</p> <p>The Visual Identity manual is used by the Customer Service Design Team to ensure that all design and print work is consistent with corporate standards.</p>
	Make customer service training mandatory across the organisation.	<p>Customer Services training was made mandatory during Summer 2015. The e-learning module is shortly to be re-launched with revised content. In addition, new employees and those who do not have access to a PC can attend face to face sessions covering this content.</p>
	Provide training for employees	A channel shift e-learning module

	about digital services and channel shift.	was launched in February 2016 and is available to all employees through The Learning Hub.
	Use balanced scorecard for customer service activity to manage quality effectively e.g. measure resolution at first point of contact.	The balanced scorecard has been developed, agreed and is utilised by the Customer Service operational team – this applies to advisors and team leaders.
Improvement	Build services that add value and market them	<p>During the next phases of delivering the Customer Engagement Platform and website optimisation online processes will provide value such as a permanent live chat facility.</p> <p>An events website offer is current being developed to publicise city wide events supporting corporate objectives concerning city economy.</p>
	Look to reduce print costs for traditional in-house publications / notices published e.g. events publications	<p>To date, statutory notice costs have been reduced by re-designing the content which is required to be published by law. I.e. Planning Application information.</p> <p>The Wolverhampton Information Network which was launched during 2015 also reduced the need to print directories which are now available online.</p>
	Produce Monthly dashboards to highlight areas of success and improvements required.	These have been produced since April 2015 and are subject to continuous improvement as more advanced reporting becomes available through the new Customer Engagement Platform and other business intelligence applications. See appendix 3
	Attract business enquiries from within and beyond the city boundaries by supporting a strong business identity across all channels.	<p>This service area is to be engaged with as part of the Customer Service Transformation Programme.</p> <p>New capabilities within the Customer Engagement Platform system will allow for better monitoring of business enquiries should the service area adopt the solution.</p>

5.0 Next Steps

- 5.1 There is now a critical mass of thematic services within the contact centre which will allow us to create Family Groups for specific service areas. The family groups will comprise of specialists who have in-depth knowledge of specific areas which allows them to go deeper into processes resolving more customer enquiries at first point of contact. An indicative structure showing proposed family groups is attached at appendix 2.
- 5.2 Customer Services are currently working with the Adult Social Care Transformation team to develop and implement the Health and Wellbeing Family group. A matrix working system will be put in place with Social Workers and Occupational Therapists rotating into the team. It is anticipated that this arrangement will allow for more decision making and assessments to be undertaken at first point of contact allowing field workers to undertake more specialist work. It is anticipated that this model will drive out both cashable and non cashable efficiencies.
- 5.3 In order to develop the Family Group model Customer Services will be restructured to ensure that the right employees with the right skills are placed in appropriate groups. It is anticipated that this model will be fully operational by December 2016.

6.0 Financial implications

- 6.1 All costs associated with the internal Customer Service Transformation Programme will be met from within existing resources.
- 6.2 After meeting an initial Customer Services savings target of £150,000 in 2015/16 through the deletion of a range of posts the focus is now on a savings target of £1.5 million attached to the programme. This is to be achieved by the end of 2017/18, with £850,000 of the total to be identified by the end of 2016/17. Significant progress has already been made with savings of around £310,000 already earmarked. Savings against this target are monitored and reported to the Customer Service Transformation Board on a monthly basis.
[GE/09062016/S]

7.0 Legal implications

- 7.1 There are no legal implications arising from this report.
[Legal Code: TS/13062016/S]

8.0 Equalities implications

- 8.1 Ongoing Equalities Analysis is undertaken for each service that is migrated into the Customer Services. The analysis shows a positive impact and the Family Group model will also be subject to an Equalities Analysis in terms of access to services.

9.0 Environmental implications

9.1 There are no environmental implications arising from this report.

10.0 Human resources implications

10.1 The proposed restructure will be implemented in accordance with all HR processes and procedures

11.0 Corporate landlord implications

11.1 There are no corporate landlord implications arising from this report.

12.0 Schedule of background papers

12.1 Report to Performance and Governance Scrutiny Panel 2 February 2012.

12.2 Report to Cabinet on 10 October 2012 – Development of a Customer Services Strategy for the Council.

12.3 Report to Corporate Delivery Board and senior Executive Board October 2012 – Proposals for Customer Service Improvements in the Civic Centre.

12.4 Report to Performance Governance & Support services Scrutiny Panel 11 April 2013.

12.5 Report to Cabinet 23 April 2014 – Customer Services Review

12.6 Report to Senior Executive Board (SEB) 20 January 2015 Channel Shift – Progress to date.

12.7 Report to SEB 14 April 2015 – Customer service transformation Programme Update

12.8 Report to SEB 14 April 2015 - Customer service transformation – Channel Shift Update

12.9 Report to SEB 19 May 2015 – Customer Service Strategy

12.10 Report to Confident Capable Council Scrutiny Panel 16 June 2015 – Customer Service Strategy

Appendix 1: Migration Wave Plan

Waves of services to baseline for migration to Customer Services						
November 2013 – October 2014 (1 year)	November 2014 – February 2015 (3 months)	March 2015 – August 2015 (6 months)		September 2015 – February 2015	March 2016 – June 2016	July 2016 – October 2016
Wave 1	Wave 2	Wave 3	Wave 4	Wave 5	Wave 6	Wave 7
<ul style="list-style-type: none"> ☉ Council Tax billing ☉ Registration (ceremonies / certs) & Bereavement ☉ Refuse & recycling ☉ Street Cleansing ☉ Blue Badges ☉ Leisure Services (WV Active) 	<ul style="list-style-type: none"> ☉ Adult Social Care ☉ School transport ☉ School admissions ☉ Free School Meals Council Tax / Housing Benefit (Tier Two) ☉ Registration & Bereavement 	<ul style="list-style-type: none"> ☉ Adult Social Care - Phase 2 ☉ Learning Disabilities ☉ Physical Disabilities ☉ Mental Health ☉ Social Care Complaints ☉ Corporate Debt (Revenues and Benefits) ☉ Adult Education Service 	<ul style="list-style-type: none"> ☉ Environmental Health – Public Protection ☉ Fostering and Adoption ☉ Housing Options ☉ Fleet Services ☉ Independent Living Service ☉ Meals on Wheels 	<ul style="list-style-type: none"> ☉ Planning & Building Control ☉ Children's Social Care ☉ Transportation/UTC ☉ Welfare Rights ☉ Public Realm 	<ul style="list-style-type: none"> M.A.S.H. The Hub: <ul style="list-style-type: none"> ➢ HR Support ➢ Agresso Helpdesk ➢ Payroll & Pensions ➢ Banking Services (to update) ➢ Payments and Purchasing Housing Benefit/Council Tax/Corporate Debt (revisit) Private Sector Housing 	<ul style="list-style-type: none"> IT Service Desk Libraries & Information Service Business Development and Investment Facilities Management <i>Homes Direct (Wave 8 along with additional services)</i>

Appendix 2: Draft Family Group Model

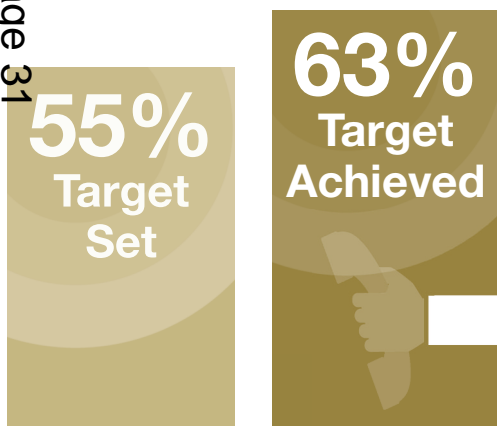


Appendix 3: Customer Service Overall Performance

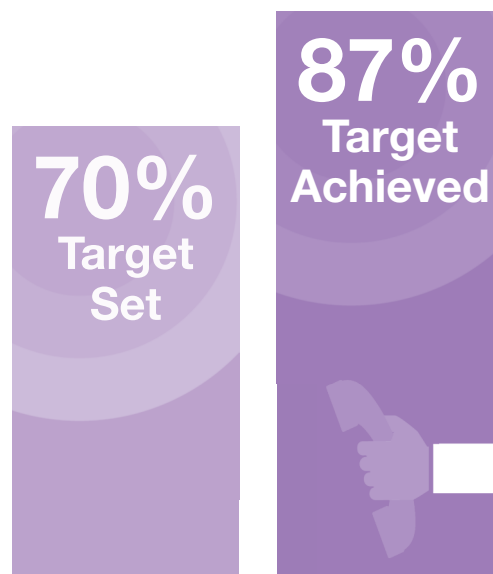
Performance Targets Results for Last Financial Year April 2015 to March 2016

% of calls answered
within 80 seconds

Page 31



% of calls resolved
at first point of contact



% of calls abandoned
by customer



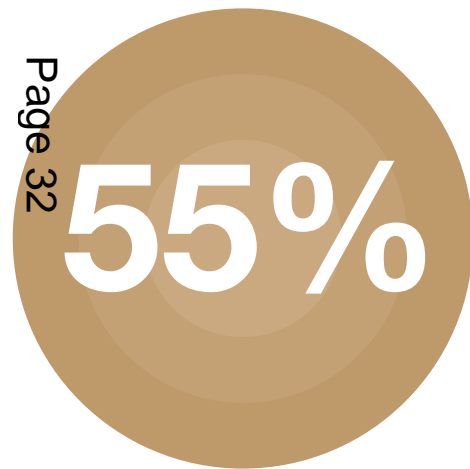
Customer Service Performance Dashboards

CITY OF
WOLVERHAMPTON
COUNCIL

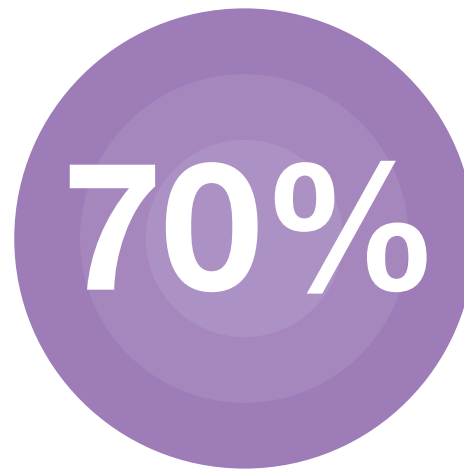
March 2016

Our 3 Main Performance Targets

% of calls answered
within 80 seconds



% of calls resolved
at first point of contact



% of calls abandoned
by customer



April performance

Please note that April's performance may be adversely impacted through the roll out of the new Customer Engagement Platform (Microsoft Dynamics). Whilst a plan of mitigation is in place and under constant review, it is worth noting the potential risk about this change in system across the customer service operation.

Customer Service Overall Performance

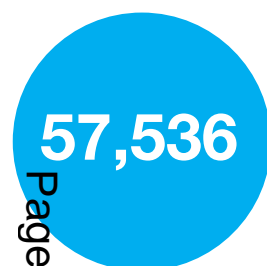
March 2016

Contact centre



Calls answered

For comparison



January
2016

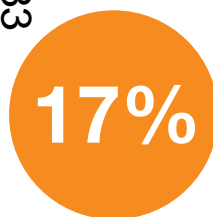
53,994

February
2016

51,878

% of calls abandoned

The rollout of training of the Customer Engagement Platform (CEP) had an impact on the resources available to field calls throughout March.



58%

% answered
within 80 seconds

87%

Calls resolved at
first point of contact

Face to face

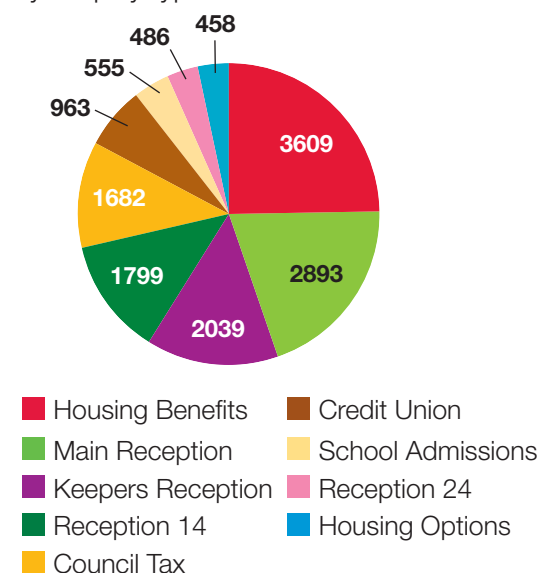


Number of Civic Centre visitors



14,484

Number of Civic Centre visitors
by enquiry type



Web and social media



Number of unique website visitors



Number of Facebook followers



+681

End of month total

39,816

Number of Twitter followers



+155

End of month total

12,109

Customer Service Contact Centre Transactions

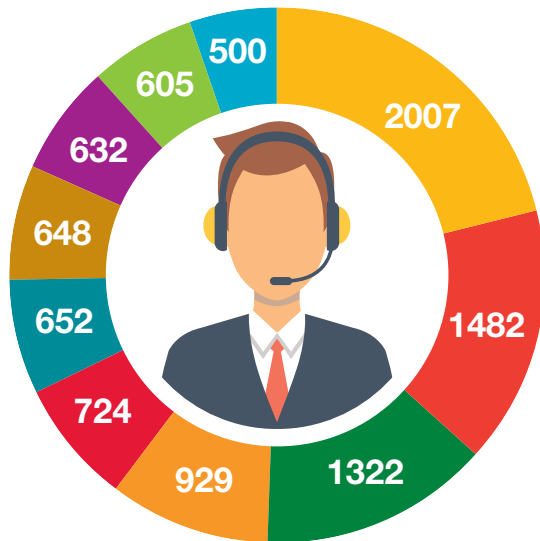
CITY OF
WOLVERHAMPTON
COUNCIL

March 2016

Top 10 enquiries

- 1 📌 Claim chasing
- 2 📌 Can I speak to my social worker?
- 3 📌 Can I speak to...(Resolved on 1st call)
- 4 📌 Fly tip – highway and council maintained land
- 5 📌 What is my balance/amount owed?
- 6 📌 Bulky Goods - Can you collect...(items)
- 7 📌 Fly tip - Someone had dumped something...(Public Protection requests only)
- 8 📌 General Information - Technical
- 9 📌 Bert Williams - I want to make a booking
- 10 📌 Calculation of HB/CTB

Page 34



24 Hour Control Centre

3,399

Calls
answered

12s

Average time
to answer

Response to out of hours emergency calls (road traffic collisions, fallen trees, building security issues, council housing repairs)

Foster Care

75

Calls
answered

17s

Average time
to answer

Switchboard

9,454

Calls
answered

22s

Average time
to answer



Registration and Bereavement Services

2,843

Calls
answered

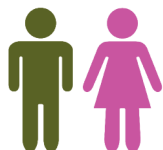
18s

Average time
to answer

Customer Service Overall Performance

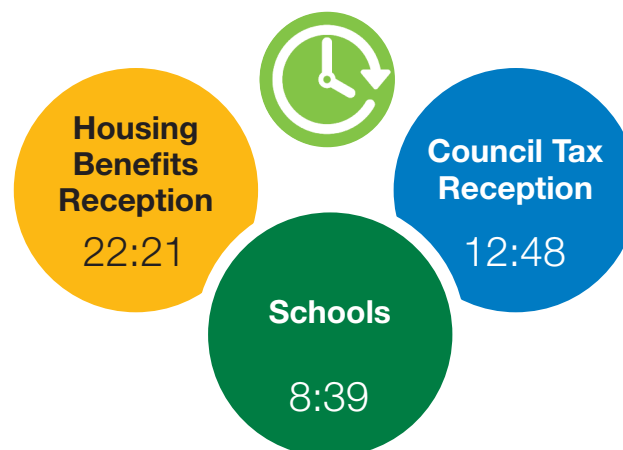
March 2016

Top 5 enquiries (Main reception)

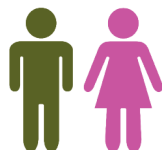


1	Housing Benefits	3609
2	Council Tax	1682
3	Housing Options	486
4	School Admissions	458
5	Registrars	268

Average wait times



Top 5 enquiries (Reception 24)



1	Building Regulations Application Forms	79
2	Private Sector Housing	77
3	Planning Applications	65
4	Land Charges	37
5	Legal Documents	21

Top 5 enquiries (Reception 14)



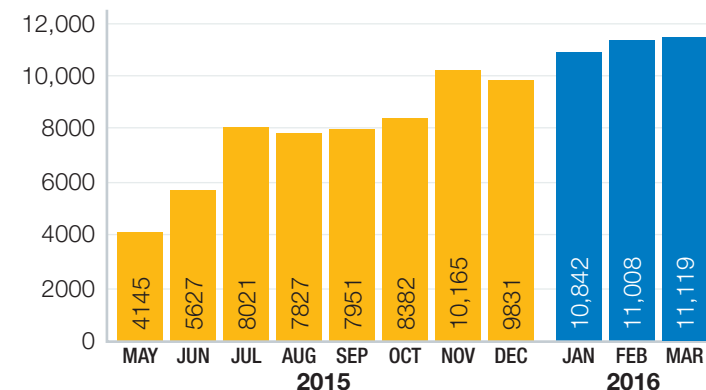
1	Taxi Application Appointment	401
2	Taxi Information	386
3	Taxi Packs	179
4	Taxi Appointment Requests	147
5	Licensing Act Application	145

Public Wi-Fi

11,119



Users logged in figures



Credit Union Reception



583

Total number of enquiries

Customer Service Website Usage

March 2016

Top 10 searches



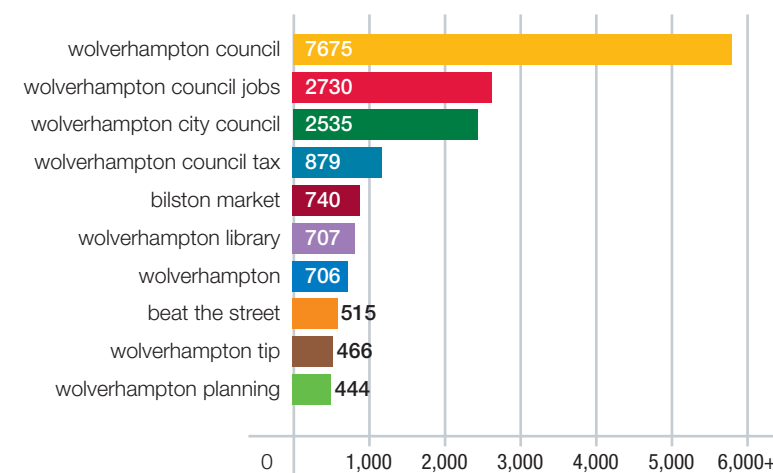
- 1 Bin Collection Dates
- 2 Council Tax
- 3 School Admissions
- 4 Job Vacancies
- 5 School Term Dates
- 6 Planning
- 7 Contact Us
- 8 Copies of Certificates
- 9 Recycling, rubbish
- 10 Taxi Licences

Top 10 most visited pages



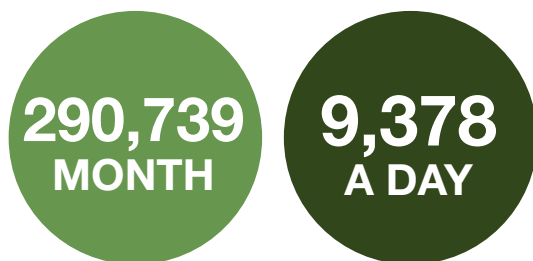
- 1 Home
- 2 Jobs in Schools
- 3 Login
- 4 Rubbish Tips
- 5 Bin Collections
- 6 Customer Services
- 7 Public Charge Notices
- 8 Terms Dates
- 9 Admissions
- 10 Pay Council Tax

Top 10 Google keywords



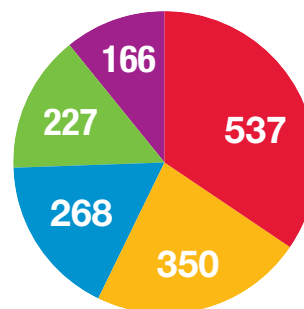
Click-throughs from Google during March 2016

Unique visitors

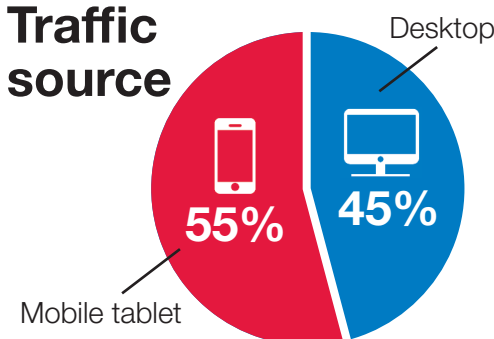


Top 5 form submissions

- Contact Form
- Book a Visit
- Apply for a Tip Permit
- Request a New Bin
- Report a Missed Bin



Traffic source



42%

Average % of visits made to council websites nationally on mobile devices*

*SOCITM Better Connected Report 2015

Customer Service Other Digital Channels

CITY OF
WOLVERHAMPTON
COUNCIL

March 2016

Total Number
of Emails for



GENERAL
SERVICES
2423
EMAILS

SCHOOLS
373
EMAILS

HOUSING
BENEFIT
615
EMAILS

ADULT
SOCIAL CARE
530
EMAILS

FOSTER
CARE
16
EMAILS

TOTAL
EMAILS RECEIVED
5271
*
INTO CUSTOMER
SERVICES

**A number of non-council
related emails are fielded by
customer services.*

WV Active Website
unique visitors

10,778
MONTH

347
DAY

Wolves Civic Website
unique visitors

24,104
MONTH

777
DAY

Facebook
Number of followers

 **+31**

 **817**

End of month total followers

Facebook
Number of followers

 **+129**

 **12,623**

End of month total followers

Customer Service App Usage

CITY OF
WOLVERHAMPTON
COUNCIL

March 2016

The City of Wolverhampton Council app

Total downloads,
End of month total



Page 38

Total downloads, by
platform during March



+18



+21

Total number of bin collection
notification subscriptions

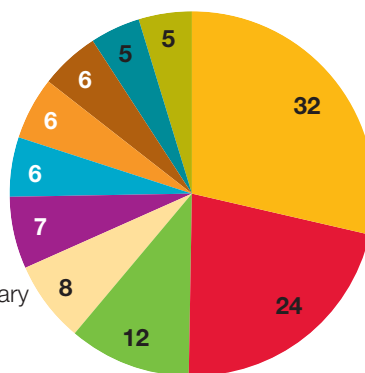


1,468

Across both
Android and
Apple iOS
platforms

Top 10 favoured pages

- Customer Services
- Bantock House Museum
- Shaw Road
- Anchor Lane
- Wolverhampton Art Gallery
- Bert Williams Leisure Centre
- Low Hill Library
- Central Baths
- Wolverhampton Central Library
- Bilston Library



Report It app

Total downloads,
End of month total



Number of reports
received during
March



530

Top 5 reported topics

