



Subject:	Customer Focus update
Date:	17 th August 2018
Reporting Officer:	Ronan Cregan, Deputy Chief Executive, Director of Finance & Resources Nigel Grimshaw, Director of City and Neighbourhood Services
Contact Officer:	Rose Crozier, Director of Neighbourhood Services

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	The Strategic Policy & Resources Committee at its meeting on the 24 th November 2017 agreed the recommendations contained in the outline business case for an enhanced and innovative approach to customer focus across the council.
1.2	A further report was presented to Strategic Policy & Resources Committee on the 16 th February 2018 at which time an overview of a blueprint for Customer Focus was presented and accepted by the Committee. It was acknowledged that this would represent a major programme of work, which would require careful planning and significant resources to

	<p>deliver. For this reason, the Council subsequently agreed to adopt a three-phase approach starting with mobilisation, then discovery and ending with a design and implementation phase.</p>
1.3	<p>At its meeting of 18 May 2018 committee was advised of the completion of Phase one of the Customer Focus programme which culminated in the production of the Blueprint for Customer Focus (Appendix 1) and an Outline Business Case. At this meeting Committee agreed to the commissioning of the next phase of the programme, the Discovery phase.</p>
1.4	<p>Deloitte were appointed to assist with this phase and the work has progressed to a stage where Elected Members will be invited, subject to agreement, to participate in a workshop to review findings and recommendations and to recommend to Strategic Policy and Resources priorities for implementation as part of an implementation plan.</p>
1.5	<p>Committee is reminded that Digital Services has procured external assistance to help deliver a new ICT Strategy and this work is progressing and will be aligned with the Customer Focus Discovery phase.</p>
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Note progress with the Discovery phase of the Customer Focus Programme. 2. Agree that a structured workshop is arranged from 12pm to 2pm on Thursday 4 October 2018 to provide Elected Members with an opportunity to consider the findings and recommendations from the Discovery phase. A workshop brief and agenda will be circulated in advance of the workshop. 3. Agree that all Elected Members are invited to participate in the workshop. 4. Consider draft guiding design principles emerging from the Discovery phase and agree that they are used to inform the priorities and plans to be considered at the workshop.

3.0	Main report														
3.1	<p>Committee is reminded that Deloitte proposed the following deliverables from the Customer Focus 'Discovery' phase:</p> <table border="1" data-bbox="268 389 1452 1193"> <thead> <tr> <th colspan="2" data-bbox="268 389 1452 456">Deliverables</th> </tr> </thead> <tbody> <tr> <td data-bbox="268 463 807 530">Customer</td> <td data-bbox="812 463 1452 530"> <ul style="list-style-type: none"> • Customer Personas • Prioritised User Journeys </td> </tr> <tr> <td data-bbox="268 537 807 732">Website</td> <td data-bbox="812 537 1452 732"> <ul style="list-style-type: none"> • Pain Points / Issues / Challenges • Prioritised Product Backlog • Minimal Viable Product • Solution Architecture </td> </tr> <tr> <td data-bbox="268 739 807 851">CRM</td> <td data-bbox="812 739 1452 851"> <ul style="list-style-type: none"> • Pain Points / Issues / Challenges • Prioritised Product Backlog • Proposed Solution Architecture </td> </tr> <tr> <td data-bbox="268 857 807 925">Contact Centre</td> <td data-bbox="812 857 1452 925"> <ul style="list-style-type: none"> • Contact Centre review and approach </td> </tr> <tr> <td data-bbox="268 931 807 1104">Organisation Impact Assessment</td> <td data-bbox="812 931 1452 1104"> <ul style="list-style-type: none"> • Organisation Impact • Benefits Management Plan • High Level Financial Analysis • High Level Risk Analysis </td> </tr> <tr> <td data-bbox="268 1111 807 1193">Implementation Plan</td> <td data-bbox="812 1111 1452 1193"> <ul style="list-style-type: none"> • Indicative Implementation Plan </td> </tr> </tbody> </table>	Deliverables		Customer	<ul style="list-style-type: none"> • Customer Personas • Prioritised User Journeys 	Website	<ul style="list-style-type: none"> • Pain Points / Issues / Challenges • Prioritised Product Backlog • Minimal Viable Product • Solution Architecture 	CRM	<ul style="list-style-type: none"> • Pain Points / Issues / Challenges • Prioritised Product Backlog • Proposed Solution Architecture 	Contact Centre	<ul style="list-style-type: none"> • Contact Centre review and approach 	Organisation Impact Assessment	<ul style="list-style-type: none"> • Organisation Impact • Benefits Management Plan • High Level Financial Analysis • High Level Risk Analysis 	Implementation Plan	<ul style="list-style-type: none"> • Indicative Implementation Plan
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3.2	<p>Committee is advised that operational workshops have taken place with Council staff involved in customer contact to understand the operational and organisational impacts of proposed changes. Similarly engagement with external stakeholders has taken place to understand the customers' views regarding contacting the Council and in addition an online survey has been conducted. The internal and external engagement combined with extensive research has informed the deliverables outlined above and implementation options to be presented at the workshop.</p>														
3.3	<p>The purpose of the proposed workshop is to provide Elected Members with insight into the approach used in the Discovery phase and the key findings and recommendations. It is further proposed that draft guiding design principles emerging from the Discovery phase, and subject to agreement by Strategic Policy and Resources committee, are used to inform recommendations and priorities for the way forward as part of an implementation plan.</p>														
3.4	<p>The draft guiding design principles emerging from the Discovery phase are as follows and are provided in more detail at Appendix 2:</p>														

	<ol style="list-style-type: none"> 1. A corporate approach, consistent and joined up and underpinned by customer service standards 2. Deliver greater insight and analysis on customer behaviour 3. Improve the efficiency of processes 4. Ensure inclusivity and channel choice (Digital first where possible) 5. Improved customer experience (Customer first) 6. Provide access to the right information at the right time and from anywhere <p>If agreed the design principles will be used to shape options for future delivery and will provide a frame of reference for future decision making in relation to customer focus.</p>
3.5	<p>Committee is also advised that Trade Unions have been kept up to date regarding the Discovery phase and it is proposed that a meeting with Trade Union representatives will take place in advance of the Members' workshop to provide a further update.</p>
3.6	<p><u>Financial & Resource Implications</u></p> <p>The Strategic Policy & Resources Committee agreed in November 2017 that a budget of £500k be set aside to cover the costs associated with the implementation of the customer focus project.</p> <p>It was also agreed by the Strategic Policy & Resources Committee in February 2018 that a Programme Director would be appointed to oversee the project and to develop a comprehensive improvement programme in line with the recommendations contained in the OBC.</p>
3.7	<p><u>Equality or Good Relations Implications/Rural Needs assessment</u></p> <p>N/A</p>
4.0	<p>Appendices – Documents Attached</p> <p>Appendix 1 – Blueprint for Customer Focus</p> <p>Appendix 2 – Draft Guiding Design Principles for Customer Focus</p>

