

**LEWISHAM FUTURE PROGRAMME – SAVINGS REPORT APPENDICES – SEPTEMBER 2015**

**APPENDIX 3 – SAVINGS PROPOSALS FOR SCRUTINY, SECTION F**

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<b>1. Savings proposal</b>	
<b>Proposal title:</b>	Customer Transformation Review (Phase 1)
<b>Reference:</b>	F2
<b>LFP work strand:</b>	Business Support and Customer Transformation
<b>Directorate:</b>	Public Services
<b>Head of Service:</b>	Ralph Wilkinson
<b>Service/Team area:</b>	Customer Services Centre
<b>Cabinet portfolio:</b>	Policy and Performance
<b>Scrutiny Ctte(s):</b>	Public Accounts

<b>2. Decision Route</b>			
<b>Saving proposed:</b>	<b>Key Decision Yes/No</b>	<b>Public Consultation Yes/No</b>	<b>Staff Consultation Yes/No</b>
a) improve our online offer	No	No	Yes
b) pushing customers to self-serve online wherever possible	No	No	Yes

### **3. Description of service area and proposal**

#### **Description of the service area (functions and activities) being reviewed:**

As part of the Customer Service Transformation Review (strand F within the Lewisham Future Board), work is being undertaken to identify opportunities to optimise digital access channels for our high volume services and to redesign back office functions to ensure efficiency. Initially, the savings will focus on the Customer Service Centre, who currently take calls on behalf of a number of council services.

This proposal is specifically focused on the calls the Customer Service Centre take for environmental services. This includes services allowing customers to ring up and report missed bin collections, flytipping, graffiti, dead animal etc., book garden waste, lumber and mattress collections and enquire about pest control and other related services.

The second phase of the project will expand to include other services with high volumes of customer contact, for example building control and registrations.

#### **Saving proposal**

We will improve our online offer, starting with environmental services, encouraging customers to self-serve online and where appropriate withdrawing the telephone channel in favour of an online-only service. We will then be able to reduce capacity within the Contact Centre equivalent to 5 FTE (factoring in annual leave, sick days etc). We will also focus on streamlining and improving back office processes to improve our service and create efficiencies.

Having proved this concept, we will take the same approach to delivering at least £52k further savings from the other services under review by pushing customers to self-serve online wherever possible.

#### 4. Impact and risks of proposal

##### Outline impact to service users, partners, other Council services and staff:

Customers will need to transact with the council online rather than via the call centre for specific services. The review will focus on making the online offer as efficient and easy to use as possible, so levels of service will not be affected.

Customers who might not have easy access to the internet may need additional support as a result of services moving online: this would potentially include potentially those with learning difficulties, those on low incomes, those with English as a second language or older people (although recent ONS data shows that 71% of 65-74 year olds and 33% of over 75s have used the internet in the past three months). The main impact on council staff will be on call centre staff, whose role will be necessarily reduced as customer contact shifts from phone to online contact. Full staff consultation would be undertaken.

Environmental services (and other service areas to be identified) whose customer contact is delivered through the calls centre may need to make changes to their back office processes.

##### Outline risks associated with proposal and mitigating actions:

There is a risk that an inefficient online service will make it difficult for services to manage their processes, or that they will generate failure demand, driving up phone contact in other areas. In order to mitigate this we will ensure that the web offer is of a high standard, with services easy to find and complete. A joined up approach to digital transformation will ensure that customers transact with us online as their first choice, that requests are processed correctly the first time, and that links to back office services are fully streamlined.

We will deliver support services for those customers without the facilities or the knowledge to use online services to ensure that they are not disadvantaged by these proposals and are able to realise the benefits of being online. We will provide free internet access in libraries across the borough, supported by library staff, and are working with GoOn UK to develop targeted support to the above groups to ensure they realise the benefits of using the internet, including council services.

#### 5. Financial information

Controllable budget:	Spend £'000	Income £'000	Net Budget £'000
	2,256	(862)	1,394
Saving proposed:	2016/17 £'000	2017/18 £'000	Total £'000
a) improve our online offer	148		148
b) pushing customers to self-serve online wherever possible		52	52
<b>Total</b>	<b>148</b>	<b>52</b>	<b>200</b>
<b>% of Net Budget</b>	<b>10%</b>	<b>4%</b>	<b>14%</b>
<b>Does proposal impact on: Yes / No</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>

5. Financial information			
	Yes	No	No
If impact on DSG or HRA describe:			

6. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10	3	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	NA	Pregnancy / Maternity:	NA
Gender:	NA	Marriage & Civil Partnerships:	NA
Age:	Medium	Sexual orientation:	NA
Disability:	Medium	Gender reassignment:	NA
Religion / Belief:	NA	Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>We will deliver support services for those customers without the facilities or the knowledge to use online services to ensure that they are not disadvantaged by these proposals and are able to realise the benefits of being online. We will provide free internet access in libraries across the borough, supported by library staff, and are working with GoOn UK to develop targeted support to the above groups to ensure they realise the benefits of using the internet, including council services.</p>			
Is a full service equalities impact assessment required: Yes / No			Yes

9. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	Yes
Workforce profile:	

9. Human Resources impact					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5		13.5			2 FTE
Sc 6 – SO2		2			
PO1 – PO5		5			
PO6 – PO8		1			
SMG 1 – 3		1			
JNC					
Total		22.5			2 FTE
Gender	Female	Male			
		8			
Ethnicity	BME	White	Other	Not Known	
		16			
Disability	Yes	No			
		21			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
				19	

10. Legal implications
State any specific legal implications relating to this proposal:
TBC

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
August 2015	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation</b> )
September 2015	Proposals submitted to Scrutiny committees leading to M&C on 30 September
October 2015	Consultations ongoing
November 2015	Consultations ongoing and ( <b>full decision</b> ) reports returned to Scrutiny for review
December 2015	Consultations returned to Scrutiny for review leading to M&C for decision on 9 December
January 2016	Transition work ongoing
February 2016	Transition work ongoing and budget set 24 February
March 2016	Savings implemented
April 2016	

<b>1. Savings proposal</b>	
<b>Proposal title:</b>	Customer Service Centre reorganisation
<b>Reference:</b>	F3
<b>LFP work strand:</b>	Public Services
<b>Directorate:</b>	Customer Services
<b>Head of Service:</b>	Ralph Wilkinson
<b>Service/Team area:</b>	Public Services / Customer Service Centre
<b>Cabinet portfolio:</b>	Policy and Performance
<b>Scrutiny Ctte(s):</b>	Public Accounts

<b>2. Decision Route</b>			
<b>Saving proposed:</b>	<b>Key Decision Yes/No</b>	<b>Public Consultation Yes/No</b>	<b>Staff Consultation Yes/No</b>
a) 120K	No	No	Yes
b) 53K	No	No	Yes

<b>3. Description of service area and proposal</b>
<b>Description of the service area (functions and activities) being reviewed:</b>
The Customer Service Centre delivers the corporate call centre (including switchboard), face to face service in Laurence House and the Register Office. In 2014/15 the service dealt with 160K calls to the switchboard of which approximately 70% were handled automatically, 149K calls to the call centre, 63K visitors, registering 3,965 births and 1,316 deaths, 564 marriages/civil partnerships and 1491 citizen ceremonies.
<b>Saving proposal</b>
a) Restructure corporate contact centre to reduce management (1FTE) and staff (3 FTE) b) Restructure register office to remove management (1FTE) plus deliver enhanced 'Tell Us Once' service online/ via DWP only.

<b>4. Impact and risks of proposal</b>
<b>Outline impact to service users, partners, other Council services and staff:</b>
a) Reduce contact centre telephone performance target from 91% of calls answered to 80% answered, subject to appropriate CRM and ACD systems being in place. b) Basic 'Tell us Once' service offered only. Customers will need to go online or contact DWP to complete the enhanced service.
<b>Outline risks associated with proposal and mitigating actions:</b>
None

<b>5. Financial information</b>			
Controllable budget:	Spend £'000	Income £'000	Net Budget £'000
	2,256	(862)	1,394
Saving proposed:	2016/17 £'000	2017/18 £'000	Total £'000
a) 120	120		120
b) 53	10	43	53
c)			
d)			
Total	130	43	173
% of Net Budget	9%	3%	12%
Does proposal impact on: Yes / No	General Fund	DSG	HRA
	Yes	No	No
If impact on DSG or HRA describe:			

<b>6. Impact on Corporate priorities</b>		
Main priority	Second priority	Corporate priorities
10		<ol style="list-style-type: none"> <li>1. Community leadership and empowerment</li> <li>2. Young people's achievement and involvement</li> <li>3. Clean, green and liveable</li> <li>4. Safety, security and a visible presence</li> <li>5. Strengthening the local economy</li> <li>6. Decent homes for all</li> <li>7. Protection of children</li> <li>8. Caring for adults and the older people</li> <li>9. Active, healthy citizens</li> <li>10. Inspiring efficiency, effectiveness and equity</li> </ol>
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

<b>7. Ward impact</b>	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

<b>8. Service equalities impact</b>			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			

### 8. Service equalities impact

Is a full service equalities impact assessment required: Yes / No	No
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### 9. Human Resources impact (a) (CSC Management Re-structure)

Will this saving proposal have an impact on employees:	Yes
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Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	17	13.5		15.8FTE (19 staff)	2 FTE
Sc 6 – SO2	2	2			
PO1 – PO5	5	5			
PO6 – PO8	1	1			
SMG 1 – 3	1	1			
JNC					
<b>Total</b>	<b>26</b>	<b>22.5</b>		<b>15.8 FTE (19 staff)</b>	<b>2 FTE</b>
Gender	Female	Male			
	18	8			
Ethnicity	BME	White	Other	Not Known	
	10	16	0	0	
Disability	Yes	No			
	5	21			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	7			19	

The impact of the staff re-structure element of (a) within the Customer Service Centre will not be identified until staff consultation has been held and outcomes of any downsizing/ recruitment confirmed.

### 10. Human Resources impact (b) (Register Office Restructure)

Will this saving proposal have an impact on employees:	Yes
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Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2	8	6.5		1	
PO1 – PO5	3	3			
PO6 – PO8					
SMG 1 – 3					
JNC					
<b>Total</b>	<b>11</b>	<b>9.5</b>		<b>1</b>	<b>0</b>
Gender	Female	Male			
	10	1			

<b>10. Human Resources impact (b) (Register Office Restructure)</b>					
Ethnicity	BME	White	Other	Not Known	
	3	7		1	
Disability	Yes	No			
	0	11			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	2			9	

Delivery of 'Tell Us Once' service online/ via DWP only has no staff impact.

### 11. Legal implications

State any specific legal implications relating to this proposal:

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### 12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
August 2015	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation</b> )
September 2015	Proposals submitted to Scrutiny committees leading to M&C on 30 September Consultation for (a) Management Restructure Transition work for (b) Tell Us Once element
October 2015	Transition work ongoing for (a) Management Restructure Transition work for (b) Tell Us Once element
November 2015	Consultations ongoing and ( <b>full decision</b> ) reports returned to Scrutiny for review Transition work for (b) Tell Us Once element
December 2015	Consultations returned to Scrutiny for review leading to M&C for decision on 9 December Implementation of (b) Tell Us Once element
January 2016	Implementation of (a) New Management Structure Savings implemented for (a) New Management Structure Savings implemented for (b) Tell Us Once element
February 2016	Budget set 24 <sup>th</sup> February
March 2016	Implementation of (a) staff restructure (achieved through reduction in agency staff)
April 2016	Savings implemented for (a) staff restructure
July – October 2016	Consultation for (b) Register Office Management Restructure TBC

Transition work for for (b) Register Office Management Restructure TBC  
Implementation of (b) New Register Office Management Structure TBC  
Savings implemented for (b) Register Office Management Restructure TBC