

APPENDIX A

Target Operating Model -
Customer Access as an enabler for
transformational change

V1.0

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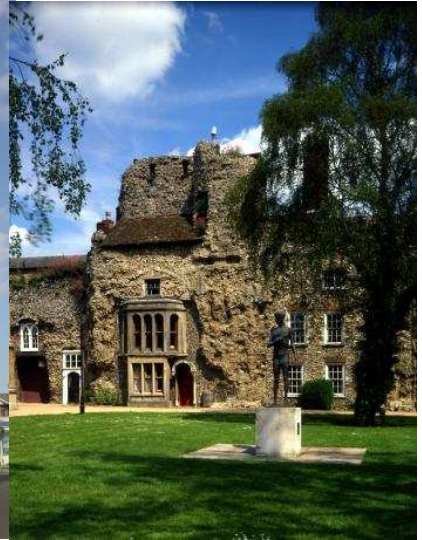


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1. Document Purpose

The purpose of this document is to outline the Councils' Customer Access Target Operating Model (TOM). This TOM provides a high-level design of the councils' structure and approach for providing customer access. It will be used to translate the Customer Access vision into a model to be applied to how the organisations deliver their services.

The councils' customer access vision has been developed and outlined in a draft Customer Access Strategy¹. The TOM will support services to undertake detailed business process reengineering work (BPR) with a view to transforming services so that they fit the design principles outlined and ultimately deliver the councils' vision for customer access. As a result, this TOM will provide the mechanism by which transformational service redesign is consistent with the councils' customer access vision.

This transformation journey will provide both councils with an improved service offering as well as the opportunity to achieve efficiencies and cost savings across both authorities as this model will underpin future organisation re-design.

¹ Draft Customer Access Strategy approved by Forest Heath Cabinet and St Edmundsbury Cabinet in May 2012.

2. Executive Summary

Both FHDC and SEBC are responsible for a wide range of services to residents and local businesses and also provide information for the many visitors to the area.

Expectations continue to grow for local government to engage, work openly, be more accountable and move more quickly on issues, which combined with drastically fewer resources make it imperative for councils to innovate with a new set of tools and enhanced skills and capabilities needed to meet this challenge.

In response a shared services programme has been implemented to bring together the delivery of council services. A key part of this programme is to transform the way we deliver services, with customer access a fundamental part of this transformation. Senior management and Members from both councils have committed to a major change project involving service simplification and business process re-engineering in order to transform and improve customers' experiences. At the heart of the Target Operating Model is the guiding principle that wherever possible and practical, we will enable customers to access our services via digital channels ('Digital by Default').

This document has been developed as a 'starting point' for how we want to interact with our customers and how we propose to deliver services in the future. It sets out the principles developed to support and guide services as they transform their delivery approach as part of their business process re-engineering work, providing a framework for developing new ways of working. As such, it will act as a 'working aide' for those who will be re-designing services and processes. The document does not provide the detailed design of individual services, nor suppress the ability to be creative and innovative in designing both councils future.

Members, joint leadership team and service staff have all played a key part in enabling the project to come this far, significant work to date includes:

- 1) A draft customer access strategy has been developed endorsed by both FHDC and SEBC Cabinets in May 2012;
- 2) A Target Operating Model has been created that defines how we will interact with our customers and how we wish to deliver services in the future; and
- 3) A series of workshops have been held designed to develop generic process for the following customer activities:
 - Report It

- Apply for It
- Book and Pay for It
- Customer Account Management

As detailed in our customer access vision and throughout this document, our aim is to enable customers to access information, report issues, make applications and book and pay for services at a time which is convenient to them. This project requires the use of new technology along with significant changes to current working practices, predominately through the provision of online services.

However, there are always barriers to introducing change - both in terms of implementation and equally, if not more importantly, sustaining change. For example, where 'self-serve' cannot be achieved – either because there is no (or limited) access to the internet or a reluctance to 'go online' - we need to ensure our customers have access to a knowledgeable, cross-skilled team either via telephone, face-to-face or through 'virtual help'. Barriers to change may vary for different customers and this may change over time. We need to be aware of these barriers and work to overcome them in order to deliver the transformation required.

This is a significant and ambitious programme of work for both councils that will serve as a catalyst to drive wider organisational change. Improvements in service delivery and the customer access experience across our councils will be achieved, as well as delivering the cash efficiencies derived from streamlining and improving our processes and procedures.

3. Introduction

Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC) are responsible for a wide range of services to residents and local businesses and also provide information for the many visitors to the area (residents, businesses and tourists from hereafter are referred to as customers).

Both authorities have a responsibility to provide effective services to the public and value for money to the taxpayer. The channels through which the public contact us (be that via telephone, online, in person, or via other means) are a critical part of public service provision. Our Customer Access vision has taken this into account and this project will ensure that services continue to be:

- 1) Customer friendly and focused
- 2) Co-ordinated and integrated
- 3) Appropriate, flexible, responsive and
- 4) Cost-effective

Expectations continue to grow for local government to engage, work openly, be more accountable and move more quickly on issues. These higher expectations combined with drastically fewer resources make it imperative for councils to innovate with a new set of tools and enhanced skills and capabilities needed to meet this challenge.

Forest Heath and St Edmundsbury councils have implemented a shared service programme to bring together the delivery of council services. A key part of this programme is to transform the way we deliver services. Customer access is a fundamental part of this transformation.

Senior management and Members from FHDC and SEBC have committed to a major change project involving service simplification and business process re-engineering in order to transform and improve customers' experiences. In addition, process and cost efficiencies will be gained by encouraging customers to access services via channels other than those which they normally choose. Encouraging and incentivising customers to change how they interact with FHDC and SEBC is known as "channel shift".

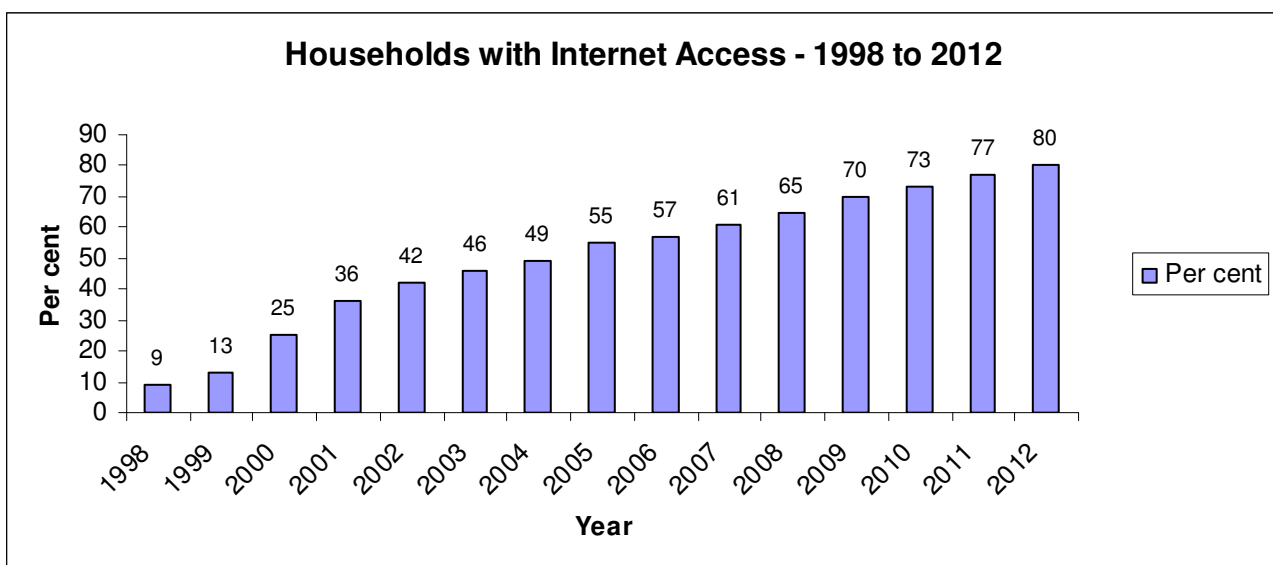
At its purest, channel shift is when an organisation moves to more efficient, effective forms of communication and engagement with its customers. Deliberate channel shift is the design, marketing and incentivising of those channels because they are deemed the most appropriate access methods for the type of contact, customer and organisation in question.

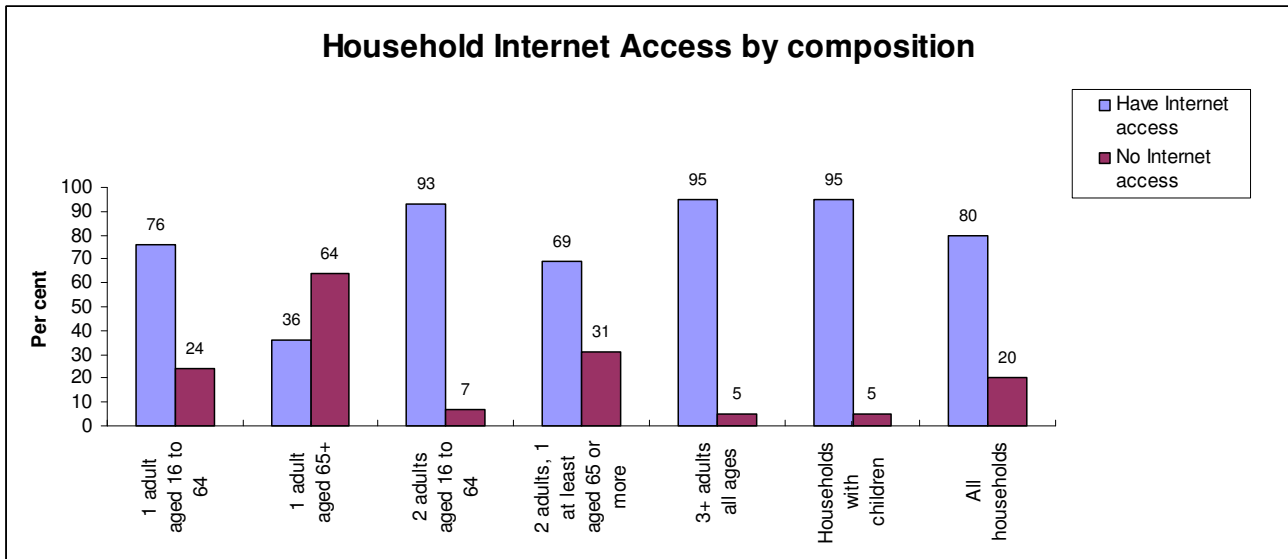
Research shows that shifting customer contact to particular channels involves behaviour change on their part. However, it has been borne out by other local authorities that once a customer is aware of the channels available they will use the one that works best for them, which is often cheaper for the local authority to deliver.

In developing our approach we have worked to create a Target Operating Model that defines how we will interact with our customers and how we wish to deliver services across FHDC and SEBC in the future.

This project requires the use of new technology along with significant changes to current working practices. It is anticipated that more customer processes (apply for it, report it, book it and pay for it) will be initiated through our websites with new technology providing us with the ability to replace some manual processes completely, whilst playing a significant part in others. For example, the Society of Information Technology Management’s analysis of customer service interactions in 2012 (*SOCITM Insight - July 2012*) lists web transaction costs at 15p on average, compared with phone transactions of £2.83, and face-to-face transactions of £8.62.

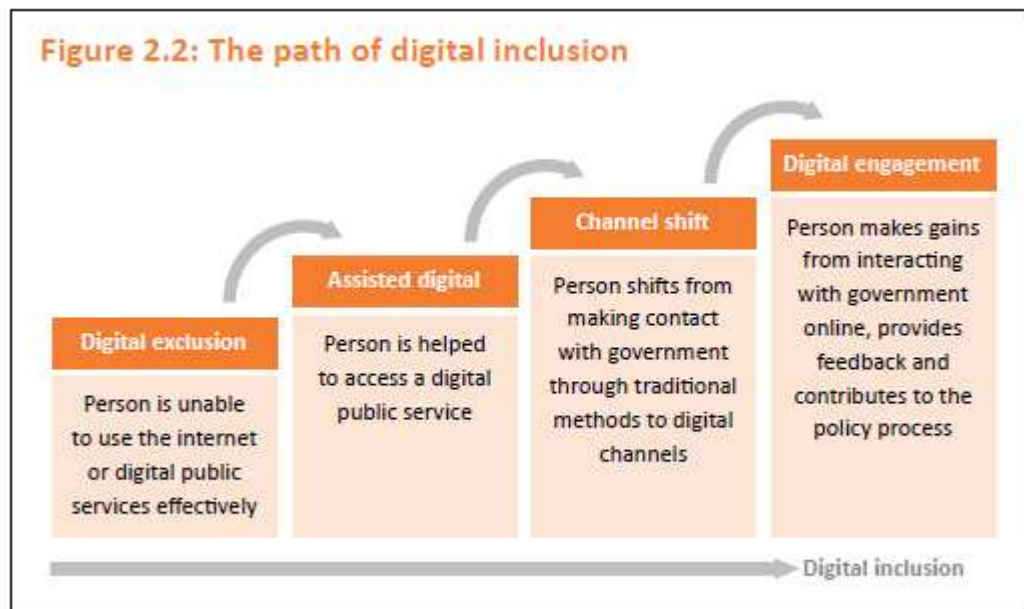
Data from the Office of National Statistics (ONS) tells us that in 2012 the number of households in Great Britain with internet access is now at 80%. This latest dataset also shows that 69% of households with at least one adult aged over 65 have access to the internet. The ONS has further established that 46% of adults aged over 65 had accessed the internet within the three months prior to the survey.





Research by the Policy Exchange shows that the vast majority of people aged 16–24 are online already and that 91% of this age group have access to the web at home in one way or another, and 71% have a Smartphone. (*Simple Things Done Well*, Sarah Fink, September 2012).

Successfully delivering public services must consider both digital inclusion and digital engagement. The diagram below, taken from *Simple Things Done Well* by Sarah Fink of the Policy Exchange (September 2012), illustrates a path of digital inclusion – something that this project is keen to embrace.



As detailed in our customer access vision and throughout this document, our aim is to enable customers to access information, report issues, make applications and book and pay for services at a time which is convenient to them. This will be predominantly through the provision of online services. However, where “self-serve” cannot be achieved – either because there is no (or limited) access to the internet or a reluctance to “go online” – we will ensure our customers have access to a knowledgeable, cross-skilled team either via telephone, face-to-face or through “virtual help”. This will be our “Assisted Self Serve” process.

4. Target Operating Model

4.1 The Customer Access and Service Delivery Model

4.1.1 Introduction and links to customer access strategy

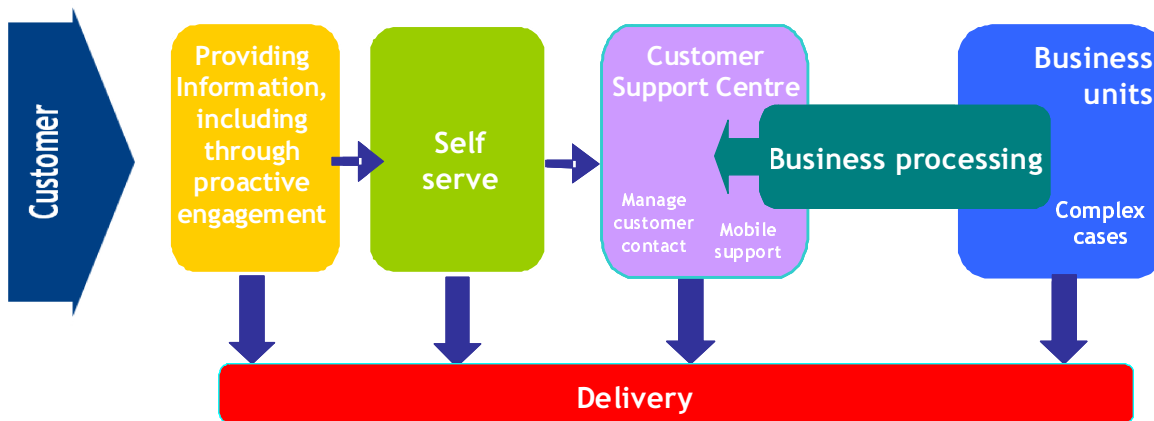
This chapter describes what a new approach to customer access will mean in practice for the delivery of council services by FHDC and SEBC. Both Cabinets have agreed a draft Customer Access Strategy which included a customer access model similar to the diagram shown below. This strategy was developed to recognise the demands on service delivery, customer needs, reducing money and the need to transform the way we deliver services.

Both the FHDC and SEBC Cabinets endorsed the draft Strategy in May 2012 whilst at the same time recognising that further development work was required before a final version is considered.

The draft strategy identifies five customer access priorities:

- Priority 1: Increase customer involvement in the design and delivery of services
- Priority 2: Ensure that services adopt our Customer Access Model consistently
- Priority 3: Develop a culture of empowering staff to address customer needs
- Priority 4: Recognise customers as individuals and meet the requirements of our diverse communities
- Priority 5: Deliver seamless services and efficiencies by working in partnership with other organisations

Since more work has been undertaken to develop this model it has become clear that the agreed approach to customer access has a fundamental impact on the way all services are delivered. This impact is addressed throughout this TOM. Consequently, this model more accurately should be considered as a service delivery model. Some changes to the terminology have been made since members considered the draft customer access strategy. In particular, the term 'triage' has been replaced with 'customer support centre' as it is a more understandable concept.



Service delivery model diagram

We have recognised that some services already provide a direct support function to customers. This model is building upon that to create a corporate approach to customer support.

At this stage, the model presented is one that we would want to see start to be implemented in 2013/14 and is considered to be achievable in the context of sharing of services and the wider restructuring of customer access across Suffolk. As such, it provides the foundation upon which we will develop progressive and innovative improvements for implementation further into the future.

In essence the above model will underpin future organisation re-design.

While there are arguments in favour of making all the changes "in one go", this is not considered viable given the process of integrating staff from two councils without undermining the ability of FHDC and SEBC to deliver services to customers effectively.

The following pages set out the detailed design elements, but underpinning all of these will be a set of behaviours and attitudes common to all staff.

4.2 The Service delivery model: high level description

Providing Information	
Objective	To provide clear, accurate, timely, easily accessible and targeted information to customers
Responsibility	All Council staff and all Members
Success measures	<ol style="list-style-type: none"> 1. A reduction in the overall number of interactions with the Council requiring staff intervention, by appropriate signposting 2. An increase in the number of customers using self-service 3. A reduction in the time required for interactions with customers who do need to contact the council as many will be better-informed as a result of the information we provide. 4. Customers able to access information and resolve/answer queries at their own convenience. 5. Seamless links to other websites
Key risks	<ol style="list-style-type: none"> 1. So much information is provided on the websites that it becomes hard to manage and navigate and customers call the Council instead. The same risk applies if the information is poor quality, too lengthy or out of date. 2. "A little knowledge is dangerous". Customers take wrong actions because they felt they had enough information from searching for themselves, when they actually needed to speak to an officer 3. Council brand not strong enough or fragmented (ARP, SEBC, FHDC, West Suffolk) and people unaware that they can access the websites. 4. Links cannot be made to partner websites.

Self Service	
Objective	To allow customers to complete transactions themselves, usually online (Digital by Default) including making applications, reporting issues and booking and paying for services.

Self Service	
Responsibility	Officers from business units; webmaster, customer support team
Success measures	<ol style="list-style-type: none"> 1. An increase in the number of customers using self-service 2. A reduction in the time required for interactions with customers who will be better-informed as a result of the information we provide. 3. Reduction in staff head count due to customers' self-serving and reduced administration requirements.
Key risks	<ol style="list-style-type: none"> 1. Technological failure. All calls would get routed to the customer support centre if website crashed. Also a reputational risk to FHDC and SEBC if IT security breached when we hold more personal and payment information than previously. 2. Customers unwilling and/or unable to self-serve 3. Unintended consequence: It becomes easy to do the "wrong thing" e.g. make it easy to appeal against parking fines and a lot of people will.

Customer Support Centre	
Objective	To receive all initial (non-self-serve or assisted self-serve) customer contacts with FHDC and SEBC; To manage customers' interactions with FHDC and SEBC; and to carry out some business processing (e.g. resolving enquiries and routine transactions) in a central team
Responsibility	New customer support centre

Customer Support Centre	
Success measures	<ol style="list-style-type: none"> 1. A reduction in the number of initial enquiries directly handled by business units 2. A reduction in the time customers spend interacting with FHDC and SEBC, as they no longer need to be passed on to different staff and between business units 3. More enquiries resolved at first point of contact 4. Improved management of peaks and troughs of demand and workload as resources can be moved more easily between issues.
Key risks	<ol style="list-style-type: none"> 1. Recruitment and retention. Failure to recruit staff who are sufficiently skilled to answer a wide variety of calls. 2. Failure by customer support staff to “spot” complex issues where specialist help is needed, leading to wrong actions being taken. 3. Lack of trust in customer support team from business units, meaning informal “workarounds” get developed (e.g. extension numbers given out), or business units try to micromanage or gate keep the work that is given to the customer support centre. 4. Business units fail to keep customer support team fully informed of developments/issues/changes in policies and procedures

Mobile support (within Customer Support Centre)	
Objective	To provide FHDC and SEBC’s initial response to issues arising in the field e.g. evidence gathering
Responsibility	Either: dedicated mobile support officer, or; all field-based staff, using mobile technology; or both.
Success measures	<ol style="list-style-type: none"> 1. A reduction in the number of officers making specific trips out of the office to gather evidence 2. Increase in number of queries / issues resolved at first point of contact.

Mobile support (within Customer Support Centre)	
Key risks	<ol style="list-style-type: none"> 1. Difficulty integrating mobile support functions with other roles, leading to wasted time switching between tasks 2. <i>If mobile technology used:</i> poor data communication capacity in rural areas or technological failure 3. As above for Customer Support Centre

Business units	
Objective	To deal with contacts requiring input from officers with subject-specific skills, knowledge or dedicated roles, or with the necessary qualifications / delegations to carry out specific work. This will also include complex items that may span across a number of service areas (e.g. legal, HR) or when a case officer is allocated.
Responsibility	Service staff, legal team, other corporate functions (e.g. HR, data protection)
Success measures	<ol style="list-style-type: none"> 1. A reduction in the number of routine contacts handled by specialists from business units 2. Specialist staff are able to focus on complex cases more effectively as they are no longer competing for time with routine business, which has been moved to the Customer Support Centre 3. Specialist staff have capacity to provide a service to other organisations 4. Lessons learned become embedded in business units / customer support centre, meaning issue not complex next time
Key risks	<ol style="list-style-type: none"> 1. Failure to allow Customer Support Centre to manage workload 2. Specialist staff provides an unnecessarily sophisticated service on complex cases due to having more time to spend on them

4.3 What does this mean in practice for the organisation?

This chapter describes what a new model of service delivery will mean for FHDC and SEBC in terms of the work that each part of the organisation will do and the new roles, skills and workstyles that will be needed. The types of workstyle listed in each table refer to the chart at appendix A, which sets out 7 main styles for use across all roles at both councils. Some of the roles listed in this chapter could only be done by officers with one or two workstyles (e.g. mobile support) whereas some would be open to officers with a wider range of workstyles. It will be for individual team leaders to decide the exact mix of workstyles needed within each team.

The tables also show some of the possible career paths that could be pursued by officers in each of the new roles, given the experience that they will have gained by working in that role. The new service delivery model will support a variety of career pathways which may include officers covering roles across functions e.g. within the Customer Support Centre and within the Business Unit.

4.3.1 Providing information

The provision of information to customers is already part of all FHDC and SEBC staff and Members' roles and will continue to be so, albeit under a different set of processes and guiding principles about how we provide information. These are set out in "How will it work?" below. The Communications Team and customer support team will play a lead role in establishing and embedding these principles across the organisation. For web communications, a stronger "webmaster" role will be needed in order to maintain a unified approach to the provision of information online.

Role	Responsible for.....	Work style	Skills and learning required	Career path
Webmaster	Management of all content on the FHDC and SEBC websites and liaison with Content Managers and external agencies to ensure linkages	1-3	IT, especially web design, customer service, communication skills, especially Plain English	IT, customer support, project management,

Role	Responsible for.....	Work style	Skills and learning required	Career path
Communications officers	Oversight of all communication by FHDC and SEBC to staff and customers	1-3	Communication skills, especially Plain English	Communications, customer support
FHDC and SEBC Content Managers (within business units)	Producing and revising information relating to their business area, especially web pages	1-3, 6	Knowledge about the business area; Communication skills, especially Plain English	Business specialism, customer support
Customer support team communications lead (could be Head of team)	Responsible for checking all significant information provision by FHDC and SEBC (e.g. adverts, mail shots, web content)	1-3	Customer service, communication skills, especially Plain English	Customer support, communications
All staff	Clear communication about FHDC and SEBC in the normal course of business	1-6	Knowledge about the organisation, communication skills	All areas of council business

4.3.2 Self serve

The online self-serve function should allow customers to carry out the following actions online:

- 1) finding out information
- 2) making bookings (e.g. training, MoTs, events and tours, bulky waste collections)
- 3) making payments (e.g. for booked services, plus parking fines, licences and permits, council tax)
- 4) making applications (e.g. for licences and permits)
- 5) reporting issues

Role	Responsible for.....	Work style	Skills and learning required	Career path
Webmaster	Management of all content and self service applications on the	1-3	IT, customer service, communication	IT, customer support, project management

Role	Responsible for.....	Work style	Skills and learning required	Career path
	FHDC and SEBC websites; addressing problems with self serve		skills	
Business unit leads for self serve applications	Designing, revising, developing and specifying new applications relevant to their business area to ensure they meet local and national requirements	1-3, 6	Knowledge about the business area; IT, customer service	Business specialism, IT, customer support
Customer support team self service lead	Actively promote and oversee the complete set of self serve applications on the FHDC and SEBC websites to ensure consistency and coherence; promoting the use of self service; ensuring customer support team can use and promote self serve	1-3	Customer service, IT	Customer support, IT,
Customer support team officers	Encouraging customers to use self serve; demonstrating the use of self serve (mediated or assisted self serve); reporting problems with self serve applications; identifying opportunities for improvement	1-3, 6	Customer service, communication skills, especially Plain English	Customer support, communications

4.3.3 Customer Support Centre (including mobile support)

The customer support team will receive all customer telephone calls, general emails and face to face contact with both councils. Staff will deal with routine enquiries and transactions in a central team, as well as offering assisted self serve to customers who are unable or lack confidence. What this means for each business area, especially ARP, will differ and requires further exploration. The mobile element of the team will provide FHDC and SEBC’s initial response

to issues arising in the field. In practice, this means the customer support centre will:

- 1) make, or support the customer in making bookings (e.g. training, MoTs, events and tours, bulky waste collections)
- 2) support the customer in making payments (for booked services, plus parking fines, licences and permits, council tax)
- 3) make, or support the customer in making applications (for licences and permits)
- 4) process bookings, payments and applications
- 5) provide advice and information, including signposting and reassurance, and including responding to correspondence
- 6) provide initial rule-based assessments, that don't require specialist judgement
- 7) gather evidence in the field on issues where action may be needed, plus basic inspections (mobile support)
- 8) provide quick-fix solutions to issues arising in the field (mobile support)
- 9) recognise and pass complex cases onwards

Role	Responsible for.....	Work style	Skills and learning required	Career path
Head of customer support team	Providing leadership of customer support team; allocating staff to respond to customer demand; ensuring continuous improvement in customer service, including in response to feedback; liaison with business units to get latest information; providing feedback to business units from customers; monitoring customer service satisfaction	1-3	Customer service; leadership; knowledge of how FHDC and SEBC works; relationship management with business units; communication skills; resource management;	Customer support, senior leadership roles

Role	Responsible for.....	Work style	Skills and learning required	Career path
Customer support team business unit partners	Providing the contact point between business units and the customer support team to share knowledge and pass on feedback; will also be a member of the customer support team	1-3	Customer service; knowledge of how FHDC and SEBC works; knowledge of business area	Customer support; business area they have partnered with
Customer support team officers	Handling customer contacts and either resolving them at 1 st point of contact or passing customer on to a business area; liaison with business units; offering mediated or assisted self-serve. NB Some staff will have a background in one particular business area so can provide expert support and advice to others on the team	1-3, 6	Customer service; knowledge of how FHDC and SEBC works	Customer support; business area where they have previous background

Role	Responsible for.....	Work style	Skills and learning required	Career path
<p><i>(possible)</i> Mobile customer support officer (this role could be shared by a number of officers in the field from FHDC and SEBC and other partner agencies through mobile technology)</p>	<p>Handling customer contacts and either resolving them at 1st point of contact or passing customer on to a business area; liaison with business units; non-specialist evidence gathering</p>	<p>4,5</p>	<p>Customer service; knowledge of how FHDC and SEBC works</p>	<p>Customer support</p>

4.3.4 Business units including complex cases

The **business units** across FHDC and SEBC will deal with those issues that require input from specialists in that area of FHDC and SEBC’s business i.e.

- a. non-complex specialist judgements
- b. field-based work where specialist knowledge is required
- c. issues requiring personal engagement

Specialist advisers within each area of FHDC and SEBC’s business will deal with **complex or cross-cutting cases** that require a “case management” approach, for example:

- d. issues where specific legal advice is required
- e. issues where high-profile or high-risk enforcement is required
- f. issues where a number of business units or other agencies are involved and the council is providing a co-ordination function
- g. issues where external specialist advice is required

Role	Responsible for.....	Work style	Skills and learning required	Career path
Business unit officers	Non-complex specialist judgements, including field-based work; liaison with customer support team to ensure they have the latest information about the business area	1-6	Business specialism	Business specialism, customer support
Business specialists	Complex cases relating to business specialism, for example giving statutory advice	1-6	Advanced knowledge and experience of business area	Business specialism, customer support

4.4 Work Allocation

In order to move to the new model of service delivery, each business area will need to analyse each of its business processes and allocate the component parts in line with the following assumptions. There is likely to be a transition period during which more and more business processes are transferred into the Customer Support Centre, as processes are simplified, staff are trained, and technology is rolled out more widely. But the ultimate aim should be to resolve as many issues as possible by the provision of information, use of self serve and then in the Customer Support Centre.

4.4.1 Providing information

Include on the websites all information that FHDC and SEBC produces that would be useful to inform customers and enable them to use council services or find out about the Council's work.

4.4.2 Self serve

All transactions that it is legally and technologically possible and cost effective to carry out online should be available.

4.4.3 Customer Support Centre

All issues that cannot be resolved by self serve (including assisted self service) and that do not require input from a business unit (see below). These will differ according to the business area in question.

4.4.4 Business units

Only processes that meet the following criteria should be allocated to a business unit:

- 1) The process (or part of the process) needs to be completed by an officer with externally accredited qualifications that allow them to make certain judgements, a specific delegation from Members, or a dedicated role
- 2) The process involves formal onsite specialist inspection
- 3) The process is so closely linked to bullet point 1. above that to separate it would be inefficient and create unnecessary risks in the successful resolution of the task
- 4) The process is part of an ongoing relationship with a local partner (e.g. complex commercial customer or developer applying for planning permission on a major site)
- 5) The case meets the criteria for complex cases set out in the preceding section "What does this mean for the organisation"

4.5 What needs to change?

The single most effective denominator that allows customers to adapt to change is making things simple. Local Authorities are a constant source of change for staff and customers and this is continuing. The following key areas are recognised as having a need for change if delivery of this new model is to be a success:

- 1) Cultural change for staff and customers, we will be 'Digital by default'
- 2) Customer awareness – promoting and publicising the benefits and ensuring we are meeting customer expectations
- 3) Recognition that the customer is an integral element of the change process
- 4) Providing customer accounts as an option which will be designed in such a way to avoid repetition when a customer returns
- 5) Build a relationship with our customers so they are not anonymous
- 6) Customer support for all of our services to be available when needed
- 7) Staff knowledge about service areas needs to be broadened
- 8) Keep and maintain a record of all customer contact and action taken
- 9) More customers taking-up the self serve options
- 10) Need to have multi-skilled and motivated staff empowered to resolve issues
- 11) Need to have good information flow between services and Customer Support Centre
- 12) Adopt and promote attitude of "no going back, embrace the change"
- 13) Ensuring the digital channels exist that the customer will need to be able to report an issue quickly and easily at any time
- 14) The customer will be made aware if the issue falls outside the councils' remit/policy, thereby managing customer expectations
- 15) Documentation generated and available through our web portal, through other social media, smart phones and will also be able to be uploaded in a number of different formats, for example using automatic location detection and camera integration technology
- 16) Feedback will be made more effective and available throughout
- 17) An easy to use 'Report it' will encourage customers to make more reports, thus helping the councils acquire more local information which will be used to improve our local area.
- 18) The implemented technology will be simple and effective: usability and convenience is key
- 19) Customer Support will have the information, tools and skills to be able deal with the majority of "Report its" from start to finish

- 20) Increased job satisfaction for our Customer Support team due to variety of work/skills developed
- 21) Removal of restrictions which create lengthy timescales/lots of paperwork
- 22) Understand our customer needs: valuable customer insight data will allow us to target appropriate information to customers thus enabling awareness of services and opportunities that are available
- 23) Service design must work for the councils AND our customers

4.6 Barriers to change

There are always barriers to introducing change - both in terms of implementing change and equally, if not more importantly, sustaining it. Some will be more of a problem than others and their impact may change over time. We need to be aware of these barriers and work to overcome them in order to delivery the transformation required.

- 1) Technology capability (intuitive, integrated, simple to use)
- 2) Risk averse customers
- 3) Lack of engagement and / or buy-in of key stakeholders (i.e. members, senior managers, staff and customers)
- 4) Data protection issues
- 5) Lack of flexibility and adaptability (staff and customers)
- 6) Lack of knowledge (staff and customers)
- 7) Availability of duty officers for complex cases
- 8) Complex enquires not passed to expert
- 9) Customers don't embrace self service
- 10) Not identifying multiple reports of same incident
- 11) Not having the right staff in the right places
- 12) Not providing the right training and tools to do the job
- 13) Being too rigid and only providing one 'script'
- 14) Not being willing to challenge policies and procedures which may improve ways of working
- 15) Political unwillingness
- 16) Cost of change is too great
- 17) Lack of access to other systems/organisations e.g. DVLA to allow auto checking
- 18) Fragmented professional confidence in sharing service functions
- 19) Not user friendly
- 20) Legislation about hardcopy evidence for applications
- 21) Legislation around grants

- 22) No clear process for co-ordinating and managing change
- 23) Service delivery being organised around the needs of the councils as opposed to the needs and expectations of the customer
- 24) Not acknowledging that cultural change is just as important in service transformation as is improved service delivery
- 25) Services not appreciating that delivery mechanisms should be viewed as end-to-end processes, as opposed to a series of 'silo' processes
- 26) Successes not recognised, communicated and / or celebrated (i.e. press releases, reports to committee)
- 27) Lack of available funding and investment
- 28) Having to rely on inconsistent, incorrect or incomplete data and information.

4.7 Measuring Demand

Activity data gathered thus far has provided valuable information on how our customers make contact with the councils. Twelve months data was requested but where that was not possible to provide, the figures were extrapolated to provide a twelve-month view. The data show that primary contact channels are:

- 1) Telephone
- 2) Face-to-face
- 3) Email
- 4) Website

Using cost information provided by SOCITM (Insight July 2012) for telephone, face-for-face and online contact, we have produced indicative contact costs for both councils. The table below summaries the number of contacts by channel, where data has been provided, and the indicative cost:

	FHDC		SEBC	
	Contacts	Cost (£)	Contacts	Cost (£)
Website	9,150	1,373	16,602	2,490
Phone	27,292	77,236	87,149	246,632
Face-to-Face	52,494	452,498	35,731	308,005
Email	1,985	-	20,764	-
Other (Post)	3,471	41,999	12,982	157,087
Totals	94,392	573,106	173,229	714,214

(Web transaction costs at £0.15p; telephone transactions at £2.83 and face-to-face transactions of £8.62.).

The data provided has highlighted areas that will be explored further so that we arrive at an agreed level of understanding and accuracy with the service teams.

5. Design Principles

The following design principles have been developed to support services as they transform their service delivery as part of their BPR work. The principles will ensure a consistent implementation of our customer access model:

5.1 Relating to our customers:

- 1) We will seek the views of our customer groups by undertaking "Voice of the Customer" research
- 2) Customers can use a range of channels although our default will be digital
- 3) Our access channels take varying levels of need / accessibility into consideration
- 4) Our online channels will be available 24x7x365
- 5) Our online Information and Self-Serve channels will be intuitive and jargon-free
- 6) We will ensure all information is provided in formats that do not deliberately exclude any customers
- 7) Information is easy to find and understand and is kept up to date
- 8) Our staff will be empathetic and responsive
- 9) Our staff will be committed to empowering customers to help themselves
- 10) We will not ask for information we already know, nor request information we do not need
- 11) Processes will take as few steps as possible
- 12) Customers will be told what to expect during the process and will be kept up to date and able to track progress online
- 13) Wherever possible we will provide continuity – avoid contact with multiple council staff
- 14) For repeated processes such as renewals we will adopt an "opt-out" strategy whereby our customers will have to notify us if they wish to avoid automatic renewal.

5.2 Relating to Forest Heath and St Edmundsbury

- 1) We will put customers at the centre of our focus
- 2) We will create the climate to ensure realistic and achievable change
- 3) We will set realistic expectations and communicate clear standards of customer access and service delivery

- 4) We will have trust and confidence in our staff
- 5) We will be part of a whole-council team
- 6) We will have confident and well trained Customer Support staff with knowledge across all service areas
- 7) We will have well understood career pathways to ensure that we retain and develop the best staff
- 8) We will ensure processes will be as efficient and cost effective as possible
- 9) We will employ staff capable of making informed decisions
- 10) We will take ownership and keep the customer informed (there will be no “wrong door”)
- 11) We will be flexible and not afraid to try new approaches
- 12) We will continue to be responsive to feedback and prepared to continuously improve
- 13) We will comply with legal requirements regarding data protection.

5.3 Relating to our Websites

- 1) We will create websites that provide the main channel for customer access, information and online transactions
- 2) We will create the capability to provide information about FHDC and SEBC services by post code
- 3) Our websites will be organised in topics our customers relate to, but will also allow access to material by A-Z index and free-text search
- 4) We will establish signposts and create links to the websites of partner organisations including central government portals such as the Planning Portal
- 5) We will ensure the site is useful and secure for transactions and accurate in the presentation of information
- 6) We will design our websites so that reconfiguration and updates in response to events can easily be made
- 7) We will ensure that the websites maintain current accessibility standards and will strive to improve upon them
- 8) We will reduce the number of email addresses and contact telephone numbers advertised externally
- 9) We will have a dedicated Webmaster responsible for working with Content Managers to:
 - ensure branding, style and tone are consistent
 - ensure information is kept up to date
 - enforce standards.

6. Process Designs

6.1 Overview

When designing the processes, it is important that we consider three main customer groups:

1. Those who **can't** use digital public services because of temporary or permanent barriers such as severe physical or learning disabilities, or literacy and language issues or economic disadvantage
2. Those who **could** use digital public services, but may need to build their digital skills and confidence
3. Those who **can** use digital public services, who are already online and have digital skills and confidence.

It is important to factor in appropriate signposting to support those customers falling into the "**coulds**" or "**can'ts**".

Officers from both councils have been engaged in designing the high-level processes to support the new TOM. Representatives from Policy, ICT, Housing, Environmental Services, Customer and Community Services, Audit and Waste have all provided significant input.

Members, the joint leadership team (JLT) and service staff have played a big part in enabling this project to come this far. Their input and support has enabled the project team to hold a series of workshops designed to develop generic process for the following Customer activities:

- 1) Customer Account Management
- 2) Enquiries
- 3) Report it
- 4) Apply for It

The processes are described in sections 6.2 to 6.6:

6.2 Enquiries

6.2.1 Overview

Customer enquiries cover the range of initial contact made with the councils. Customer contact with FHDC and SEBC will be managed through the digital environment first, with the next level being telephone calls, followed by a face-to-face visit at one of our locations.

6.2.2 Customer Journey

Enquiry will aim to provide resolution for the customer through information availability and accessibility. Having resolved the enquiry, the next stage for the customer may be to initiate another customer process, for example, – ‘book and pay’, ‘apply for it’, etc. We will ensure our technology and processes support this transition to be as seamless as possible to our customer.

6.2.3 Enquiry Process

It is intended that the enquiry process is intuitive, simple to use and recognised as the gateway to our councils.

Processes will be created that offer a single view of the councils to the customer, guaranteeing a consistent customer experience. Our process design will help the councils improve how customers access services thereby leading to increased overall satisfaction levels. Moreover, the processes will enable the delivery of a more effective enquiry service to the customer by having the information, staff and technology as close to the first point of contact as possible. Wherever possible this will enable completion of an enquiry without the need for reference to a specific business unit.

Where self-serve cannot be achieved – either because the information is unavailable or is more complex than can be resolved online – we will ensure our customers have access to a strong, cross-skilled team either via telephone, face-to-face or through “virtual help”.

Examples of customer enquiries include (but are not limited to):

- 1) Information on bin collection days
- 2) Event information
- 3) Car parking locations and costs
- 4) Do I need Planning permission?
- 5) Am I eligible for Housing Benefit or a Council Tax reduction?

The enquiry customer process is envisaged to handle high volume transactions that provide our customers with the required information at the time they need it. It will also provide seamless links to our other pathways so that we are able to meet our objective of providing our customers with the ability to complete a transaction from end-to-end, preferably by self-serve.

6.2.4 What will make it work?

6.2.4.1 Corporate Level

- 1) Customer input will be used to help us determine how extensively electronic self serve will be accepted and to also assist us identify content for enquiries page
- 2) Commitment to "Digital-by-Default"
- 3) Investment in staff, technology and communications
- 4) Public engagement through media (print media and social media), community groups/public PC areas with helpers
- 5) Reviewing processes and solutions to avoid unintended consequences (for example, digital exclusion).

6.2.4.2 Operational Level

- 1) Relevant and up to date information
- 2) Simplified processes and easy navigation
- 3) Enquires logged for future reference
- 4) Triggers to ensure that complex enquiries are transferred efficiently to the Business Unit
- 5) Demand forecasting – ensure that 'peaks' are covered
- 6) Clear sign-posting, with links and data transfer, to supporting processes.

6.2.5 Customer Experience

As with all change initiatives it is imperative to understand the mindset of customers. A bad experience previously may continue to mean resistance to change. Without understanding and addressing the underlying causes of both good and bad customer experience, we risk missing the opportunity to fulfil our ambitions.

6.2.5.1 Good 'enquiry' experience?

The list below is not exhaustive and is to be read as an example of a good customer enquiry experience:

- 1) 24x7 access to online information
- 2) Intuitive website design

- 3) Able to find information quickly (website or information screens in outposts)
- 4) Relevant and up to date information
- 5) Not repeating yourself
- 6) Ability to speak to a member of staff if required (telephone, face-to-face, virtual assistant)
- 7) Friendly staff able to answer enquiry either at first point of contact or within Business Unit.

6.2.5.2 Bad 'enquiry' experience?

The list below is not exhaustive and is to be read as an example of a bad customer enquiry experience:

- 1) Unable to access information channel of choice at time of choice
- 2) Out-of-date or incorrect information
- 3) Surly and unhelpful staff
- 4) Having to repeat information
- 5) Technology failure.

6.3 Report it

6.3.1 Overview

Report it allows customers to notify FHDC or SEBC of local issues and problems which, as they perceive, require a resolution. Some report its may require validation, inspection or enforcement (or all three).

6.3.2 Customer Journey

Customer contact with the councils will be primarily directed through digital environments followed by telephone, assisted self-serve and face-to-face (this may include Mobile Support Officers with the ability to upload data to our systems). Where the reported item is not within the councils' remit to resolve, we will ensure it is redirected to the relevant authority or agency, thus acting as a portal for public services across the area.

6.3.3 'Report-it' Process

The 'report-it' customer process will handle simple reports and those requiring validation, inspection or enforcement. Simple reports will, primarily, be available through digital channels but alternatives will also be available to ensure the ability to report a matter is available to all our customers.

Reports that require a form of validation, inspection or enforcement are reporting processes that will, in the first instance, be reported to the councils' in the same way as simple reports (outlined above). Reports that are unable to be dealt with in self-serve or by our Customer Support Centre staff, perhaps because they are complex and require additional validation, inspection or enforcement), will be passed to either our Mobile Support Unit or specialist Business Unit.

Examples of 'report-it' are provided below:

- 1) Abandoned vehicles
- 2) Fly tipping
- 3) Anti-social behaviour
- 4) Complaints and thanks
- 5) Litter

6.3.4 What will make it work?

6.3.4.1 Corporate Level

- 1) Engaging with the wider business community to search for opportunities to place technology in their premises that enables reports to the councils to be made.

- 2) Working with providers of technology to support the reporting of issues via smart phone applications or other (non-council) websites.
- 3) Providing 'report it' facilities in areas where customers live and work
- 4) Ensuring all reports acknowledged and followed-through – making the customer feel valued

6.3.4.2 Operational Level

- 1) If the process is quick and easy
- 2) If the customer has been persuaded of the benefits the new way of working will provide
- 3) If the customer embraces self serve
- 4) Latest information always provided
- 5) Where a customer visits either Council, the websites will be offered to be used in self serve and assisted self serve cases. This will promote channel shift and confidence building
- 6) Staff fully engaged with new process
- 7) Excellent training and guidance allowing Customer Support to deal with reports at first point of contact
- 8) Customer Support team working in partnership with Business Units
- 9) In cases where it is not possible for a customer to self serve (and in the case of letters), our Customer Support Centre will work with our customers to complete the form
- 10) Staff empowerment – enabling staff use their professional judgement – don't be risk adverse.

6.3.5 Customer Experience

As with previous processes the customer experience from the past (and in the future) is key to the success of a transformed 'report-it'.

6.3.5.1 Good 'Report-it' experience?

- 1) Information is available when required via the channel of choice
- 2) Receive acknowledgement of report logged plus details of how they will be updated (if appropriate)
- 3) Timely intervention by Business Units to resolve issue.

6.3.5.2 Bad 'Report-it' experience?

- 1) Can't access appropriate channel to make report
- 2) No acknowledgment or feedback
- 3) Passed from one member of staff to another.

6.4 Apply for it

6.4.1 Overview

'Apply for it' is the process that will enable customers to apply for a range of Council services.

6.4.2 Customer Journey

The aim is to provide a smooth process which enables, where possible, an application to be completed by a customer in one transaction. However, some applications will be multi-faceted and will need further steps to be taken to come to a conclusion for example, some Homelessness, Planning or Licensing applications.

6.4.3 'Apply-for-it' Process

This process has been designed to enable fulfilment at point-of-contact without the need for staff intervention wherever possible. However, activity for licence and planning applications may require interaction with an expert in a Business Unit.

The generic process will apply in all cases where an application does not require intervention by a service expert from a Business Unit. Supporting our principle of "Digital by Default", application forms and the criteria for completing them will be available online but will also be available for download. Our technology will ensure that completed application forms can also be uploaded by our customers from internet enabled premises e.g. home, office, public sector building or mobile device.

Where an application does require intervention by the Business Unit, we will ensure all relevant data is transferred to that person and, more importantly, we will ensure our customer is made aware that it has happened.

Examples of applications include:

- 1) Grants
- 2) Taxi licence
- 3) Parking Permit
- 4) Planning permission
- 5) Accommodation
- 6) Job application

6.4.4 What will make it work?

6.4.4.1 Corporate Level

- 1) Mutual professional confidence to share business information and processes
- 2) Embrace and promote new operating model
- 3) Offering customer incentives to apply online
- 4) Adopt risk-based approach: e.g. issuing permits, such as residents parking permits, where there is no risk to the public but has big fines for fraud
- 5) Members promoting new processes in their community.

6.4.4.2 Operational Level

- 1) Ensuring confidence in security through digital channels
- 2) Electronic issuing/receipt of documentation
- 3) Auto checking – simplified information so that customers can establish eligibility to apply.
- 4) Ability to save an application form online and return to it later
- 5) Linking with external partner organisations
- 6) Undertake statutory checks within the Customer Support Centre (must include clear timelines and triggers for hand-off to Business Unit(s) where needed)
- 7) Electronically generated licences issued direct to the customer
- 8) Customer is able to track their application
- 9) Generating automatic reminders / invoicing for renewals
- 10) Online diary facility for inspections
- 11) Clear eligibility criteria.

6.4.5 Customer Experience

6.4.5.1 Good 'apply for it' Experience?

- 1) Access to information and forms when required
- 2) Responsive process, digital or other, that enables, where appropriate, application to be completed in a single transaction
- 3) Acknowledgment that application has been received and assigned a reference number for future tracking
- 4) Informed of payment methods before completing application.

6.4.5.2 Bad 'apply for it' Experience

- 1) Unable to find relevant information via preferred channel
- 2) No acknowledgment that application is being received or is being processed
- 3) Unable to track application via preferred channel
- 4) Repeating the same data

6.5 Book and Pay

6.5.1 Overview

The 'book' capability covers all booking related activity.

The 'pay' facility relates to payment made to our councils' for services, events, activities and penalty fines.

We will ensure that booking and payment functions are delivered in a timely and efficient manner with high standards, using appropriate technology and processes which reflect both the customer need and FHDC and SEBC policies.

6.5.2 Journey

An online 'book and pay' process will provide a more convenient way for customers to book and make payments directly, independently and securely in respect of council services. Services that have the potential to be developed through a customer self serve interface (no staff intervention required) for council services include:

- 1) Leisure, Culture and Communities – book tickets and events
- 2) Waste, Street Scene, Property and Grounds Maintenance – wheelie bin sales / paying a fixed penalty notice and
- 3) Planning and Regulatory Services – dog breeder's licence / paying to carry out building works.

6.5.3 Book and Pay Process

It is intended that the 'book and pay' facility can be used (both separately or combined) in a number of ways dependent on the customers requirements.

Examples include:

- 1) make a payment for a planning application
- 2) order and pay online for green waste sacks
- 3) renew and pay for parking permits
- 4) pay a fixed penalty notice
- 5) buy grave maps for the district and borough cemeteries
- 6) enter a sporting event
- 7) book bulky household collection
- 8) book and pay online for arts events.

As well as online payments other payment methods should still be made available to our customers and these will include:

- 1) 24 hour automated telephone payments – call a designated number at any time of day or night and make a payment by credit or debit card
- 2) Direct debit payments – for regular payments that need to be made monthly or quarterly such as council tax and business rates we would recommend that a direct debit arrangement is set up
- 3) Payments by cheque or postal order – should be sent by post to the main offices along with the payment slip from the invoice or a brief letter stating invoice or other reference number
- 4) Payment at a bank or post office – take payment in the form of a cheque, postal order or cash along with the payment slip.

The 'book and pay' customer process will handle high volume, simple transactions that require little if any detailed service expertise. It will be defined within clear process rules which can be automated with technology, either through self serve within the web or customer relationship management using Customer Support staff.

6.5.4 What will make it work?

6.5.4.1 Corporate Level

- 1) Improvements and changes to services will involve engaging with our customers to get their views on design and delivery
- 2) Alternatives to "digital" channels made available to avoid excluding customers
- 3) Payments to be received at the point of service/product, or in advance of the service/product being provided
- 4) Marketing of booking and payment methods available
- 5) Incentives for customers to switch channels
- 6) Staff training on new technology and on the business re-engineering of processes
- 7) Regular surveys of customer satisfaction (measured, analysed and reported) so that we can respond and change if required
- 8) Clear and transparent customer care standards that are understood by FHDC and SEBC staff and our customers alike
- 9) Robust terms and conditions that ensure the customer understands, upfront, our cancellation and amendment policy
- 10) Research online payment and service possibilities, taking advantage of developing internet technologies re-visiting the website designs
- 11) Ability to map trends (i.e. busy periods/seasonal) so that we can plan and react accordingly

- 12) Business continuity plans to ensure services can be maintained or resumed from any disruptions
- 13) Establish who is willing and able to embrace the desired way of operating
- 14) Understand internally the costs of the various options of providing support.

6.5.4.2 Operational Level

- 1) Easy, simple and user friendly processes for all customers
- 2) Step by step guides that explain how the booking and payment process works for example, stages involved, key information (i.e. are my details safe, what happens after I have made a payment and it is successful) along with contact details in the event of enquiry or queries
- 3) Use of standard online forms (with fields which are mandatory clearly marked)
- 4) Online events timetable with events booked via a 'live' booking environment
- 5) Facility to pay for a service in the normal way at a 'check out' with a 'basket' of items using a credit/debit card – with items added/removed as required
- 6) Ability for the customer to see an accurate cost of product/service requested prior to a payment being made
- 7) Having a 'quick book' where regular activities can be booked at the click of a button
- 8) Good management information

6.5.5 Customer Experience

As a customer, what makes their experience of 'book and pay' good or bad?

The way customers experience our service provision says a lot to them about FHDC and SEBC. Getting it right is therefore essential. Our customers, stakeholders, users, not to mention our staff will judge their experiences with us against the best and the worst they have had.

6.5.5.1 Good 'book and pay' experience?

- 1) 24x7 access gives an increasingly mobile customer access to information and services at a time that suits them
- 2) Peace of mind whereby customer transactions are secure from end to end
- 3) Quick, simple and user friendly customer processes
- 4) Up to date and relevant information

- 5) Ability to track transactions online
- 6) Good website design and planning
- 7) Transparency regarding costs so that customers are aware of the true costs and not surprised by extra charges (i.e. credit card charges displayed throughout the booking process, minimum transaction of £X).

6.5.5.2 Bad 'book and pay' experience?

- 1) Failure of information technology
- 2) Lengthy and overcomplicated processes
- 3) Limited options in which the customer can book and/or pay for council services
- 4) Processes that already are known to work well fail to be provided, or are not maintained for the customer
- 5) Delays and disruption to the customer
- 6) Failure to provide information, advice and guidance thereby preventing the customer making an informed decision
- 7) Poor management of customer's records and documents
- 8) Customers dealing with staff who do not have the skills, capabilities and knowledge to resolve their request

6.6 Customer Account Management

6.6.1 Overview

Customer Account Management is a widely used concept for managing an organisation's interaction with customers. At its core is a solution designed to log, monitor and share customer information across services with the view to providing the councils with a 'single view of the customer'. It will, over time, be further used to enable the customer to interrogate progress of an interaction or transaction with the councils.

Through Customer Account Management we will avoid, wherever possible, requesting data from our customers that we have collected previously. We will also link our business customers' records to their individual records if:

- 1) they are a resident in FHDC or SEBC
- 2) they wish their records to be linked

Having an electronic account with either of our councils is not to be seen as keeping the customer at arms-length. Indeed, the more we know about a customer the more able we are to respond to their needs.

6.6.2 Customer Journey

Good customer experience is vital in building a good relationship between any organisation and its customers. Often customer care is built not on expensive training programmes and detailed scripts for staff to use, but a culture within the organisation which encourages staff to be helpful and go that extra mile. It is often the little things that make a difference, such as the way that members of staff address you or the tone of their voice. Often these are common sense principles, in treating others as you would like yourself to be treated, but in a busy work environment or through habit these can be forgotten.

Data collected over the past 12 months shows that telephone contact remains the preferred method of contact for our customers. This relates to the relative ease of picking-up the telephone and, in most cases, speaking to another human being.

6.6.3 Customer Account Management Process

Customer Account Management aims to personalise the customer's contact with our councils by establishing an online profile based upon previous contact. A secure username and password will provide entry to our system that will, where the information is available, list services previously used.

The customer will be provided with the option to customise their profile. An example of a customer profile includes:

- 1) receiving alerts on matters of interest
- 2) Localised information by post code/Ward/Parish (e.g. bin collection dates, parish councillors, local authority councillors, events)
- 3) Council Tax band for homeowners
- 4) NNDR band for local businesses
- 5) Differentiation between resident, group or business
- 6) Previous transactions.

6.6.4 What will make it work?

6.6.4.1 Corporate Level

- 1) Easy access to services
- 2) Incentives to encourage the use of electronic accounts
- 3) Promoting the benefits of registration e.g. quicker resolutions
- 4) Have appropriate security levels to increase customer confidence (data not sold on or used by anyone outside of the Authority).
- 5) Seamless links to existing technology and systems (back-office systems).

6.6.4.2 Operational Level

- 1) Different account types
- 2) Simple and easy registration offered from home page
- 3) Good quality and accurate data
- 4) Three tier account hierarchy.

Level 1	= E-mail or text – to receive notifications (no verification required)
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Level 2	= Pay or apply – name, address, transaction (no verification required)
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Level 3	= Displaying personal information – might be service specific (verification required)
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6.6.5 Customer Experience

6.6.5.1 Good Customer Account Experience?

- 1) Account creation button easily found
- 2) Level of detail required is simple to input
- 3) Navigation is intuitive
- 4) Quick acknowledgement by email and/or text.

6.6.5.2 Poor Customer Account Experience?

- 1) Account setup is cumbersome and time consuming
- 2) Technology fails
- 3) Unable to close account easily
- 4) Unable to edit profile to add or remove details
- 5) Assistance either unavailable or of no help.

7. Technology

7.1 Overview

This section looks at the technical requirements for the project. It identifies the main technology components which will be needed to deliver the Target Operating Model. Where existing technology is unable to provide the functionality required, options are provided as to how this could be addressed.

At this stage there are no specific products identified nor are there any associated costs, as these areas will be reviewed in the next phase of the project.

With the breadth of services being delivered through the same public access channels, perhaps the greatest technology challenge will be to ensure the efficient flow of customer-related information between systems. The core solution requires data to flow both ways between a single database containing customer information and a rules-based system that will either process the transaction or route it to the appropriate support (back-office) system.

7.2 Technology Requirements

Due to the diverse nature of the existing back office systems, the customer record system and the workflow elements of the technology model will need to incorporate configurable and flexible integration capabilities.

Integration technology varies considerably and will need to be thoroughly explored before a recommendation can be made. Ideally the solution will comprise a development platform upon which internal skills and knowledge can be based, enabling the two councils to develop and evolve the solution going forward.

It is anticipated that the same overall solution for capturing and managing customer information and workflow will serve the Customer Support Centre as well as customers wishing to self serve - each simply using a different interface to initiate and complete transactions. It is expected that this solution will, ultimately, provide a single-view of customer interactions with our councils.

7.2.1 Functional Requirements

We have identified a number of functional requirements that technology should enable. Some of these requirements can be met by using technology already established in FHDC or SEBC. The following list has not been prioritised:

- 1) Quick and easy registration (intuitive)
- 2) Address look-up (house name/number plus Post Code) and field population
- 3) Different levels of account – customer chooses to include a text or e-mail account for notifications
- 4) Security levels that allow access to specific services and information
- 5) Development/provision of a single view of Customer Master Data
- 6) Retention of customer information including transfer of data to other processes
- 7) Choice of communication methods (e.g. text, email, telephone, Apps and Quick Response Codes (a two-dimensional code consisting of black dots arranged in a square pattern on a white background))
- 8) Messages to be broadcast to FHDC and SEBC staff as an information tool – e.g. announcing service interruptions or failure
- 9) Issue username and password reminders

- 10) Forgotten password reset and follow-up authentication (customer must reset again)
- 11) Postcode choice – only see what is relevant to my area
- 12) The use of pictures and Icons as prompts
- 13) Quick links to other agencies' websites
- 14) The use of script/prompt/decision trees
- 15) Good (and effective) search facility – which requires correct 'tagging' of documents and pages
- 16) Feedback where customer is unable to find answer/page
- 17) Translation services to be provided online
- 18) News ticker functionality for latest information
- 19) The ability to produce an online report template with the capability to upload pictures, location information and documents
- 20) The capture of pre-defined customer details quickly (in less than one minute)
- 21) The use of telephone routing and voice recognition to enable the customer to navigate and self serve
- 22) The generation of a unique reference number so that the customer can use it to track the reports status
- 23) The identification of duplicate reporting based on either location or the customer reporting of the issue
- 24) Additional information to be appended to the report.
- 25) The sending of information to the customer explaining how the report can be tracked. This should not be limited to email but include SMS
- 26) Work Orders to be produced based on workflow
- 27) Compatibility with current systems (International standards)
- 28) The updating of relevant systems (front-office and back-office) to record updates and/or actions relating to a customer contact, including updates provided by mobile technology
- 29) Updates to the customer via e-mail or mobile technology/SMS
- 30) Auto verification and authorisation
- 31) Electronic document handling, with customers having the ability to upload/email/fax documents from internet-enabled sites (e.g. home, office, mobile technology, council reception, library)
- 32) Customers to perform assessments against defined eligibility criteria
- 33) Pre-population of forms from existing systems and data repositories
- 34) Real-time diary facility with booking capability

- 35) Provision of electronic forms which feature mandatory fields and drop down menus
- 36) The use of 'images' e.g. display of seats available for an event
- 37) Security around online payments
- 38) The provision of evidence of the transaction, event or procedure should this need to be referred to at a later date
- 39) Automated online/email receipts and confirmations (showing date, time, type of transaction and transaction reference number)
- 40) The ability to print and or download receipts, orders and confirmations as well as to be sent via email and/or SMS
- 41) The provision of statistics and reports (MIS)
- 42) Adherence to legislative and legal requirements to ensure FHDC and/or SEBC is not subject to prosecution or fines or adverse publicity.

7.2.2 Data

Our early considerations have identified a list of data items that the 'Enquiry', 'Apply for it', 'Report it' and 'Book and Pay' processes will request from customers. The items in the list below do not apply to each process but some are common across all:

- 1) Name and address
- 2) Contact number (home, office or mobile)
- 3) Date of birth
- 4) Gender
- 5) Email address
- 6) Preferred contact method (phone, email, text)
- 7) Summary of services used
- 8) Employment status (employed, self-employed, unemployed, student, not working)
- 9) Housing tenure (owner occupied, private rented, social rented)
- 10) Translation services
- 11) Vehicle information
- 12) Business address
- 13) Site address
- 14) Agents name and address
- 15) Developer's name and address
- 16) Pricing information
- 17) Events list
- 18) Services list (relevant to "Booked" or "Paid for" services)

7.3 Technology Portfolio Assessment

We have assessed² the existing technology portfolio currently in use at both councils against the functional and data requirements listed earlier. Although some systems are capable of handling the requirements or being enhanced to do so, the fact that we have a highly fragmented technology estate will make integration difficult but not insurmountable.

The 'Technology Functional Map' in Appendix B shows the type of system required to meet the requirements as well as a list of current systems.

In conclusion we have found that:

- 1) Customer records database and workflow system is required
- 2) Both websites require radical review/improvement to meet self-serve requirements
- 3) Back-office systems would benefit from consolidation
- 4) Systems integration is required to support:
 - Self-serve
 - Single-view of the customer
 - Multi-skilling in Customer Support Centre

² See Appendix C for assessment detail

7.3.1 Options

The following options have been considered based on the conclusions in section 7.3:

Option	Implications/Benefits	Cost indication
Do Nothing	TOM business case will not be delivered.	Low
System-to-system Integration (no Middleware)	High complexity, unstable infrastructure, lack of flexibility, lack of internal expertise, closes partnership options.	High
Integration through middleware for example: via user interface, web services or other technology using a development platform (toolkit)	Contract with an integration partner; Develop in-house solution (internal expertise can be developed and retained), flexibility in future development.	Medium to High
Single integrated package for core functionality	Reduced integration, less complexity, standard protocols, high initial solution effort, flexibility in future development, internal expertise can be developed (and can be retained), opens partnership options	High

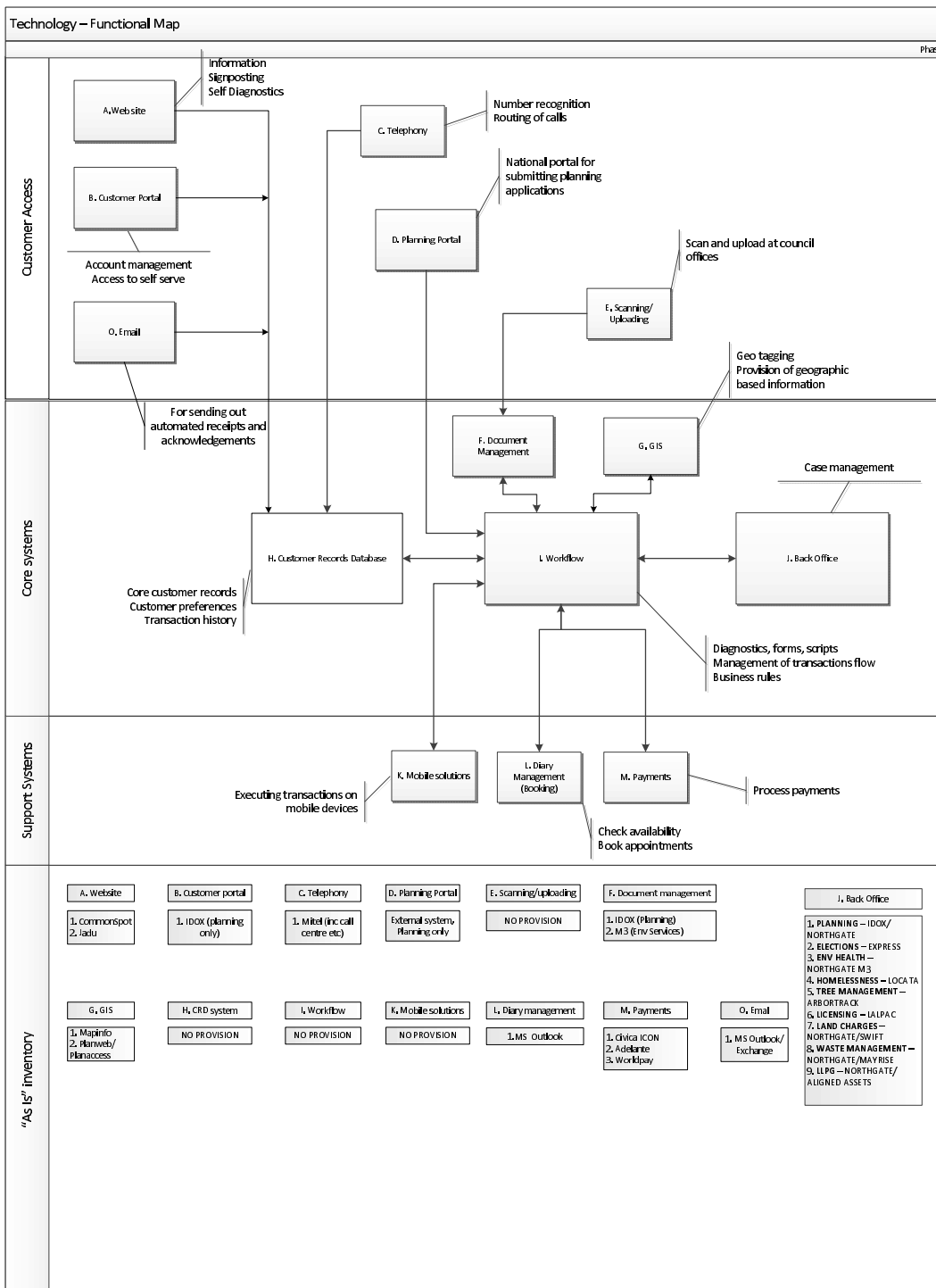
As the project progresses to the next phase the options will be explored further so that we understand what is achievable and the likely costs versus benefits.

APPENDIX A - FHDC and SEBC workstyle definitions

Ref #	Workstyle	Definition/ Parameters	Facilities requirements	Type of role	Technology requirements
1	Fixed location in office	Spend most of their time in the office & need a fixed work area	Fixed workstation	Face to face reception	Fixed desk PC or thin client / fixed desk telephone. Specialised software may be required on PC
2	Office based	Spend most of their time working in an office workgroup zone but do not need a fixed desk location Able to work seamlessly from a number of offices	Use of workstation in workgroup area	Customer support; Business processing; Business specialists; Support Services (e.g. HR, Legal, Finance, policy, communications);	Desk or laptop PC or thin client / desk phone
3	Office based & home enabled	Spend most of their time in the office but occasionally work from home. Able to work from a number of offices. May need to work at times outside normal working day.	Use of workstation in workgroup area	Customer support; Business processing; Business specialists Support services (as above);	laptop PC or thin client / secure ID token / desk phone / mobile phone or 'soft phone'
4	Mobile – Office based	Spend most of their time away from their work base & remaining time at office	Occasional use of drop-in point within an office Attendance for team meetings and one to ones.	Community development officers; Enforcement officers; Visiting officers (revenues and benefits);	Laptop pc / secure ID token / smart mobile phone
5	Mobile – Home based	Spend most of their time away from their work base & remaining time at home	Occasional use of drop-in point within an office	As above but where the majority of work is in the field with little need for office based work.	Laptop pc / secure ID token / smart mobile phone

Ref #	Workstyle	Definition/ Parameters	Facilities requirements	Type of role	<i>Technology requirements</i>
6	Community based direct service workers	Spend all of their time in the field delivering services	Depot base	Waste and Cleansing operatives; Park rangers	Tablet pc / smart mobile phone / mobile phone / in-vehicle technology
7	Home worker	Spend most of their time working from home	Workstation at home. Occasional use of drop-in point within office	Roles where minimal face-to-face contact team working with others workers is required. Customer Support; Business processing;	Laptop pc or thin client / secure ID token / soft phone or mobile phone

APPENDIX B – Technology Function Map



APPENDIX C - Portfolio Assessment by requirement

Fit-for-purpose		
1	High	Currently meets full requirement
2	Medium	Can meet full requirement within current licence
3	Low	Can only partially meet full requirement
4	N/A	Will not meet requirement
Criticality		
1	Fundamental	Part of core functionality to fulfil integrated customer journey
2	Important	Not part of core functionality but needed to service a full customer journey
3	Nice to have	Can be used independently without affecting integrated customer journey
Business Case – key drivers		Impact
A	Avoidance - Information provision	H
B	Self-Serve - transactions	H
C	Process efficiency	H
D	Productivity - Remodelling	H
E	Productivity - Mobile working	M

Map Ref ³	Functional area	As Is systems used	Fit-for Purpose	Criticality	Business Case
A	Website/ e-Forms	Jadu/CommonSpot/ AchieveForms	1/1/1	1	A, B
B	Customer Portal	Only covered where portal available in back office application: IDOX, e-Petitions, Planning consultations, Choice Based Lettings (ELMS, Planning Portal)	3	3	A, B, E
C	Telephony	Mitel	2	1	C
D	Planning Portal	Planning Portal	1 (use is statutory)	2	

³ Refers to Technology Map in Appendix B

Map Ref ³	Functional area	As Is systems used	Fit-for Purpose	Criticality	Business Case
E	Scanning/ Uploading	None	4	3	C
F	Document Management	Only covered where DM available in back office application: IDOX, M3	3 (Can't be used corporately)	2	C
G	GIS	MapInfo/PlanAccess	1	2	C
H	CRM	None	4	1	B, C, D, E
I	Workflow	Only covered where workflow available in a back office application; IDOX	3	1	B, C, D, E
J	Back Office	IDOX	1	2	B, C, D
K	Mobile Solutions	None	4	2	E
L	Diary Management	MS Exchange/Outlook	1	2	B, E
M	Payments	Adelante/Civica	1/3	1	B
O	Email	MS Exchange/Outlook	1	2	B, C