



St Edmundsbury
BOROUGH COUNCIL

D196

Cabinet 21 November 2012

Recommendations from the Shared Services Steering Group: 24 October 2012 (Nov12/12)

Cabinet Member:
Cllr John Griffiths

*Vice-Chairman of the Steering
Group:* Cllr David Ray

1. Transforming Customer Access (i) Target Operating Model for West Suffolk; and (ii) Suffolk County Council's Public Access Arrangements Post – 2014 (Report SSG12/027)

RECOMMENDED:- That

- (1) the Target Operating Model, as contained in Appendix A to Report SSG12/027, be approved as a basis for transforming customer access and service delivery across West Suffolk; and**
- (2) Suffolk County Council's District Integrated Model for public access, as outlined in Appendix B to Report SSG12/027, be agreed in principle, with a view to a detailed business case being developed for further consideration by Forest Heath District Council and St Edmundsbury Borough Council at a later date.**

Report SSG12/027 was submitted to the Steering Group which informed that delivering effective Customer Access is a key part of the Shared Services transformation agenda. A draft Customer Access Strategy (Report SSG12/014 refers) was endorsed by both Cabinets of Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC) in May 2012. It was recognised, however, that further development work was required before a final version is considered. Further work has now been undertaken to identify and articulate what a new approach to customer access will mean in practice for the delivery of FHDC and SEBC services. A Target Operating Model (TOM), attached at Appendix A to Report SSG12/027, has been developed to support services to undertake detailed Business Process Re-engineering work (BPR). Subject to approval by both Cabinets, the TOM will provide the mechanism by which services ensure that their transformational re-design is consistent with the Councils' customer access vision. In essence, the TOM will underpin future organisational transformation and re-design.

At the same time that FHDC and SEBC are transforming customer access, Suffolk County Council is considering its options for delivering public access when its contract with Customer Service Direct (CSD) ends in April 2014. As part of this consideration, the County Council is keen to explore opportunities for joining up customer access across the public sector, particularly between Councils, to improve customer experience and to identify possible efficiencies. Based on discussions with officers from all Suffolk local authorities, the County Council's preferred option is the delivery of a District Integration Model. This model enables both District/Borough and County customer contact to be delivered by the local District/Borough customer support function. The report attached at Appendix B to SSG12/027 provides more detail about the proposed model, whilst also recognising that a more detailed business case is required. The County Council is seeking an in principle approval from each District/Borough to the District Integration Model. If such an approval is made, a more detailed business case would be developed which would include, amongst other things, set up costs, potential savings, contact volumes, staffing implications and technology model.

Whilst there is more detailed analysis required as to the potential benefits and risks associated with the District Integration Model, it is felt that the proposed model complements the transformational work being undertaken by FHDC and SEBC. In particular, both models have similar design principles and an integrated model may provide an opportunity to share investment costs and benefits. However, the approach being taken by FHDC and SEBC regarding delivery of the customer access model is not dependent on developments across the rest of the county and can continue regardless of the Councils' decisions relating to the District Integration Model.