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Customer Services Review 3

Customer Services Board
17 March 2015

Agenda Item	5
Report No	CSB/2/15

Customer Services Review 3 – Potential Reallocation of work to Service Points Report by Depute Chief Executive

Summary

The Customer Services Board met on 17th February 2015. At this meeting the Board requested officers explore any potential opportunities to move work from other services/central offices into rural Service Points. This is in line with Principle 4 of the Customer Services Board.

“Consider potential for moving work out to support staff working from home or local locations”

This paper provides an update to the Board on the exploratory work to date and highlights where officers have identified opportunities to move work to affected Service Points.

In addition, this paper, also updates the Board on the various discussions that have taken place with all Highland Council Services to identify further cross service opportunities.

1. Background

1.1 The Customer Services Review is presently in full consultation phase. It is expected that the consultation phase will be complete by the 19th March 2015. A progress report is offered as a separate paper on the meeting agenda.

1.2 The Consultation proposals were based on 6 key principles and offered a solution for 17 out of the 22 offices that were deemed at risk. The solution offered was to introduce Access Points in 42 Libraries across Highland. At an Access Point customers would be able to:-

- Book appointments for face to face services, such as Registration and other complex service requests;
- Access a confidential meeting place for discussing sensitive issues;
- Receiving signposting to other services. This may include printing out information and application forms;
- Be provided with general advice and information;
- Gain access to computers to support self-service activities;

DRAFT

2. Relocation of Customer Service Work Activity

- 2.1 Officers have explored the practicalities around the relocation of workload. An important criteria is that work is both relevant to the Service Point function and offers sustainability.
- 2.2 Customer Service currently has examples of remote working in place. Four Service Points currently have the ability to handle calls remotely by accessing the Service Centre telephone system and answering calls. The type of calls that can be handled from Service Points need to be non-complex and quick to resolve to ensure the focus remains on the face to face customer. Customer Services have a small number of processes that can be re-located to sustain rural Services Points – this includes some administration of the Blue Badge process and E mail processing.
- 2.3 The Blue Badge process is a defined process and is currently managed in our Service Centre. The process entails opening blue badge mail applications, carrying out a short analysis of entitlement and entering them on our electronic system. The Service Centre receives almost 3,000 applications per annum equivalent to 0.5 FTE effort.
- 2.4 Once the Blue badge applications are on the system they are sent to NHS Highland for a mobility assessment. Where an entitlement has been accepted a member of staff will phone the customer for payment before releasing the badge. The out bound call for payment can be carried out by a Service Point member of staff .This portion of work is also equivalent to 0.5 FTE effort. The end to end process of Blue Badges would continue to be managed from the Service Centre for continuity/audit purposes.
- 2.5 Customer Service currently receives on average of 40 email transactions per day. These email transactions are keyed into our CRM system. This mail box can be accessed remotely from a Service Point. This volume of work is equivalent to 0.5 FTE effort.
- 2.6 The 1.5 FTE effort can be allocated to certain Services Points which are managed and resourced by Highland Council. of scope as they are not directly managed by Highland Council. The offices in scope for the relocation of work are as follows:- Fort Augustus, Gairloch, Lochinver, Fortrose, Mallaig, Grantown, Kingussie, Broadford, Lochcarron, Bettyhill, Lairg Brora, Dornoch , Muir of Ord,

3. Reallocation of work discussions with other services

- 3.1 Customer Services management have continuous dialogue with services as part of the core customer services management function. As part of the Customer Services Review 3 work, specific dialogue has taken place as to if any services could transfer work away from the 'home' service to service points. In order to be transferred, work has to be able to be undertaken in the quiet periods between customers, not be time sensitive and also be able to be undertaken electronically.

DRAFT

- 3.2 Discussions have taken place with representative Heads of Service from all 5 services. All services have reviewed the requirement, and most have confirmed that this type of transferrable transactional work has already been transferred to business support, or is so integrated into core service delivery business it would be very difficult to split out. However the Business Support service within Finance, has identified a number of initial areas where work could be considered for transfer from staff in business support to the Service Point Network and this is estimated to represent approximately 3 FTE. A breakdown of this transferable workload can be found in Appendix 1.
- 3.3 Should this work, and the work identified in Section 2 wish to be considered for transfer into Customer Services, then it could be undertaken by remote and rural service points, however should members wish to consider this then the current service delivery model which is currently being consulted on would need to be reviewed, and an alternative created. In addition if this work moved to from Finance to Customer Services it would mean that the £160,000 identified from Customer Services staff reduction savings would be impacted and members would need to review this further – this would be due to the fact that more offices would remain open in order to take on the additional work.

22. Recommendation

1. Members are invited to
 - i. Note the work undertaken to review what work could be moved to remote and rural service points from the Service Centre
 - ii. Note the work identified for potential relocation from other services within the Council
 - iii. Discuss the options presented
 - iv. Note the impact of any changes to the consultation proposal in terms of the operational model, number of offices and savings target
 - v. Agree a way forward and next steps

Designation: Michelle Morris

Date: 16/03/15

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Customer Service Review - Business Support - possible services that could be delivered by THC staff in Service Points				
Title	Description of task	Pan Highland unless otherwise noted	Approx FTE note: All figures approximate and subject to change	Ease of Transfer (scale 1-4, with 1 being easy and 4 being challenging)
HHRs (housing applications)	Depending on what/how the online HHR's are designed it's likely there will still need to be a level of BS involvement in checking updating. If the applications are received on-line this makes it easier to transfer work		would need to better understand what the proposed re-design Dig. First will be before being clear on an approx FTE	4
ID badges	Currently undertaken in FW. With transfer of printer, could be processed by one SP hub	WEST	0.1	1
Sharepoint - single grants	Processing Village Halls Grants <u>Uploading all other applications to sharepoint</u>	HQ and WEST	0.15 0.8	2
Letters to contracts - Total (IT system)	Issue letters monthly to contractors with outstanding works orders data produced by BM	NE	negligible	2
Placing orders and Invoice processing	Via Integra - placing orders and invoice processing		would need to better understand how the process of placing orders and paying invoices will work post-Integra. It may reduce existing BS effort but not fully clear yet. Nonetheless, if SP process some, that means less work for BS but cannot quantify until Integra live etc.	4
Collate and upload asbestos & electrical certificates	all done electronically.	WEST	0.25	2
K2 (Property Management system)	MRO's done electronically. Potentially the tasks undertaken by BS i.e. process order and invoice could be done by a SP hub		0.3	3
User Management Request	Processing UMR on behalf of The Council - new starts and amendments		negligible	1
Wrap around care	Input weekly attendance details of children attend wrap around care		1	3
Total - Out of Hours Calls that are notified via Lagan	Creating works order within TOTAL for all out of hours calls in relation to building maintenance		0.4	1
Occupation of Highway	Recording application forms in relation to occupying the highway including issuing renewals letters/invoices	MID	negligible	2
Mail shots	Mailshots for Services - printing and distributing information		0.1	1
Total FTE req.			3.1 FTE (approximate)	