

CUSTOMER SERVICES - FULL BUSINESS CASE

1. EXECUTIVE SUMMARY

1.1 This business case seeks to deliver:

- a single organisational structure to manage customer contact across all channels and all services
- a quality, consistent and integrated service to customers
- more decision-making by front-line staff and self-service by customers
- a transactional, interactive website to enable self-service and access to business data for citizens and employees.

1.2 This business case proposes:

- a Contact Centre based in a single physical location
- Access Points in Elgin, Buckie, Forres and Keith
- an improved Council website
- a single management structure for Customer Services.

1.3 Contact Centre will:

- have six published telephone number through which enquiries about all Council services can be made
- staff based in teams that reflect different service areas and specialisms
- require accommodation for up to 45 seats
- be open 08.00 to 18.00, Monday to Friday.

1.4 Access Points will:

- be open 08.45 to 17.00, Monday to Friday.

1.4.1 Elgin

The Elgin Access Point will have a reception where staff will seek to resolve as many enquiries at the first point of contact. Those that cannot be resolved will be referred to specialist staff based in the Access Point. Initial specialisms will be Housing, Revenues and Planning but this may change on the basis of management information gathered through Lagan ECM.

There will be a seated waiting area (minimum capacity 15 seats), 6 interview rooms, a leaflet and information display area, 3 PCs for

self-service and a disabled-access toilet with baby changing facilities.

Based on the volume data provided by services, it is estimated that the Elgin Access Point will require 6 FTE customer-facing staff.

1.4.2 Buckie, Forres and Keith

These Access Points will seek to resolve as many enquiries as possible at the first point of contact. Those that cannot be resolved will be dealt with by access to services through duty and appointment arrangements.

Figures provided for Access Point visitors suggest that a staffing level of between 1 and 2 FTE will be required at each location. Further analysis is required to determine the exact figure.

1.5 Staff structure

The Customer Services organisation will comprise the following roles:

- Customer Services Manager (1 FTE)
- Customer Services Coordinator (1 FTE)
- Customer Services Team Leaders (2 FTE)
- Senior Customer Assistants (7 FTE)
- Customer Advisors (47.5 FTE)
- Customer Services Support staff (2 FTE)

Forecast staff numbers will be continuously reviewed and reassessed as services are phased into the new structure.

1.6 Implementation

There are 2 implementation phases:

- Phase 1 covers the migration of existing Contact Centre services into Lagan ECM and will be completed by June 2010
- Phase 2 covers all other Council services in scope and will take 4 years to complete.

1.7 Benefits and Costs

The financial impact of this proposal has been calculated at a high level and savings are indicative – see table on next page. Savings will be refined as further work is undertaken.

	Current year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
£000s	Oct 2009- Mar 2010	April 2010 - March 2011	2011/12	2012/13	2013/14	2014/15	2015/16
Costs							
Staff (new structure)	19	260	462	709	897	1,087	1,150
Systems	316	123	124	156	30	30	30
Total	335	383	586	865	927	1,117	1,180
Savings							
Staff	0	(200)	(500)	(900)	(1,200)	(1,600)	(1,800)
Total	0	(200)	(500)	(900)	(1,200)	(1,600)	(1,800)
Annual cost / (savings)	335	183	86	(35)	(273)	(483)	(620)

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