1 Background

The County Council’s Operating Model is reliant on Customer Insight to enable the development of strategy and deliver its outcomes. In 2010, Cabinet and SLT agreed the supporting principles for each of the key themes of the operating model. For ‘focused on citizens and customers’, they were:

- Our understanding of Staffordshire citizens and customers will guide services commissioning and delivery.
- Services to citizens and customers are prioritised based on evidence of need, wants, risk, impact and value for money.
- We secure and provide consistent, high quality customer services and customer experience.

Since 2010, the County Council has fundamentally transformed the approach to Customer Services including the establishment of a contact centre and implementation of key telephone tools.

This Access, Information, Advice and Guidance Vision is an essential enabler for the continued delivery of the Operating Model; including the People Gateway and the Place Prosperity Model. The vision addresses the need to deliver culture change to ensure the organisation recognises the importance of Information Advice and Guidance; and utilises customer insight to achieve behaviour change and ultimately deliver outcomes.

This document therefore reviews the current position and the business drivers. The vision is revised to reflect the change in business requirements and people’s expectations, and a programme of projects is presented to deliver the vision.

2 Assessment of Current Position

2.1 Information, Advice and Guidance

The County Council and its partners recognise the importance of Information, Advice and Guidance in order to encourage behaviour change, support informed decision making and promote personal responsibility. Ultimately it plays a vital role in achieving our priority outcomes.

The County Council and many partner organisations provide Information, Advice and Guidance, there is currently considerable overlap in information provision which may duplicate or, even, conflict.

The County Council and its partners provide information which reflects their organisational hierarchy and responsibilities. This has the effect of information being more difficult to find and that at key life events, people need to contact multiple agencies for information. For example, individuals requiring information at the emotional time on the death of a loved one can find information at

- Staffordshire Cares
- Staffordshire.gov.uk
Ensuring information remains timely and accurate requires resource. There is an opportunity to agree with partners the roles and responsibilities of information advice and guidance to reduce duplication and develop a “Network” of information.

The Commissioner for Public Health and Well Being has the responsibility of ensuring that people can access, and proactively receive, Information Advice and Guidance at the right time, through the right channel. The County Council will become responsible for Public Health services in 2013. This provides an excellent opportunity to join up the provision of information advice and guidance, removing potential duplication and using customer insight to best deliver public health messages.

2.2 Customer Service Centre

The Customer Service Centre was handling just under 300,000 calls per annum when the transformation programme began. The current situation is 370,598 calls per annum. This is a 23% increase in calls. The customer service team (including contact centre, reception and web) is now budgeted for 55.2 FTE.

The Customer Service Centre currently handles calls for the following services: General Enquiries; Staffordshire Cares; Adult Safeguarding; Highways; Registrars; Blue Badges; Family Information Service; Moorlands Connects; Switchboards (including Planning), meals on wheels, Trading Standards, libraries and Concessionary Travel Enquiries.

The existing Transformation Programme, developed by working with the Service areas and using the available evidence, plans the take-on of the initial telephone contact for the further services over the next 6 months.

All existing services have been or are under review to identify opportunities to reduce call handling wherever possible. A recent success has been the 30% reduction in calls to Staffordshire Cares, as a consequence of the review undertaken by Transformation Support Unit, that identified this call volume as calls that should have been processed by the back office. Steps were taken to redirect this volume and it has been readily absorbed by the back office and has released capacity in the Customer Service Centre. This release of capacity is already easing the strain on other services in the Customer Service Centre that would have previously dealt with overflow from Staffordshire Cares; and enabled customer services to provide more detailed information, advice and guidance.

2.3 Website Presence

Currently the County Council operates a number of websites either corporately, or in partnership. These include the corporate website (Staffordshire.gov.uk), enjoystaffordshire, YouthBox, StaffordshireCares, wmjobs, Staffordshire Business Environment Network etc.
Each website has a different ‘look and feel’ dependent on the audience (e.g. older people, visitors, businesses etc); however often the information is the same and is updated in multiple locations.

In addition the County Council “competes” with many other local and national websites providing similar information.

The County Council website does enable people to complete some transactions online, (e.g. report a highways complaint or apply for a school place). There is a potential to increase the number of transactional services with the introduction of CRM.

Staffordshire Cares was launched in June 2011, focusing on providing older people with access to information, advice and guidance across multiple channels (face-to-face, Customer Service Centre and website). Since this date the usage of Staffordshire Cares website receives 80 visitors a day; and purple pages has 3,500 suppliers registered on the system. Following user feedback Staffordshire Cares is currently being re-designed to become more user-friendly and include information advice and guidance for parents.

2.4 Social Media

Since April 2012, reflecting the increased resident’s usage and reliance, the County Council has increased its use of social media. The County Council’s twitter account now has 5,300 followers, and has over 4,000 updates. The County Council also has a presence on other social media including facebook, Flicker, UTube and PinTrests.

Social media has been used for Communications updates and Service updates (e.g. gritting), and a Digital Engagement Strategy will be implemented. There is a potential opportunity to increase the use of this media to broadcast alerts to prevent contact, e.g. “tweeting” events such as floods or road closures, may prevent people calling the contact centre to alert the County Council of the event.

2.5 Face to Face channels

The County Council currently operates face-to-face services across the County Council. This includes face to face services at libraries, registration offices, children's centres, Adult Social Care district offices and via shared facilities at districts.

In addition, advisors for Staffordshire cares are also available at seven centres via partners across the county. The most recent evaluation of the Face-to-Face points for Staffordshire cares has not been satisfactory. The number of people using the service has been low. A communications campaign was completed to encourage take-up, however this resulted in negative feedback from people commenting that the service was inadequate.

With the exception of Staffordshire Place, the County Council does not overtly advertise its face-to-face service on the website.

At present, there is minimal linkage (outside of specific service area processes/systems) between face-to-face activity and other contact channels. Whether the County Council provides a service directly or commissions the delivery of services. Residents and businesses have many touch points with officers providing services e.g. library services, highway services or adult social care. There is a real opportunity to embrace the non-specialist face to face activity, for example potentially utilising libraries as face to face contact points for additional services, and enabling officers to
provide, or direct, people and businesses to information, advice and guidance outside their particular specialism. This would help ensure that there is a common approach, common knowledge base and common systems and processes across this and the other contact channels. Through examining the best way to utilise the County Councils, and its partners, assets to meet community needs, by taking the opportunity to co-ordinate plans; there is the potential to remove duplication, improve efficiency and achieve our outcomes.

2.6 Post

Customer Services commissioned an audit of existing postal services by Capita. This review has identified thirty-six areas for improvement, ranging from business as usual to transformation. Work is underway to prioritise improvements and to develop required business cases.

In order to achieve the recommended actions identified a programme of staff engagement and change working practices.

The postal budget for the County Council in 2010/2011 was overspent by £265k. By shifting, wherever possible to electronic communication, any future overspend could be reduced. Customer Services will work with service areas to identify areas where channel shift can take place, e.g. switching to email or direct payments where appropriate. By incorporating workstreams which focus on automation of forms and electronic invoicing into this project, reductions can be made in the overall postal budget and the volumes of post going through the post room.

Through re-examining the use of post channel in this manner, the County Council will also ensure that, where appropriate, faster more immediate channels are used (e.g. email) hence improving the level of service to people.

2.7 The Video Conferencing

Currently people are required to contact their GP, health worker or other professional via the telephone or face-to-face.

Access to such sensitive, personal services via telephone is often not suitable, as this does not enable the professional to consider body language when making an assessments.

The alternative is to provide face-to-face services, requiring professionals to travel incurring time and costs, or requires people to travel to their local centre.

The Red-Embedded project is therefore piloting the use of secure video conferencing technology to enable people to access professional expertise from their residential home.

2.8 Partners

The County Council can influence or commission partners to provide access to Information Advice and Guidance to enable the delivery of its outcomes. For example, Staffordshire Connects, Staffordshire and Stoke on Trent Trust, Staffordshire Police and Fire, and providers of commissioned services.

An example of this is the procurement of Mint Wealth. People who fund their own care often have limited access to information, advice and guidance which may result in them making decisions to select traditional forms of care which is expensive. This can
result in people then becoming reliant on the local authority to fund their care when their own funding is no longer available.

The County Council has therefore completed a procurement exercise to select a partner (Mint Wealth) to support people who fund their own care in making informed financial decisions to enable them to continue to support the funding of their own care.

The Staffordshire Good Neighbour Scheme is another example of how the County Council could support people accessing services which are provided by volunteers rather than the County Council. Pilots of the scheme are being completed in three areas and an evaluation will then be completed on whether the scheme is implemented county-wide.

The County Council’s involvement in Engaging Communities Staffordshire and the future development of Health Watch demonstrates the opportunity of working with partners to share the resource and benefits of customer insight.

2.9 Technology - Me Myself & I

“Me Myself and I” originated as a board game which supports people to identify and articulate what they really want and need to live an independent, fulfilling and enjoyable life, providing access to information in an innovative and fun way.

The growth of Smart phones and tablets in the UK (smartphone adoption has risen above 50%, and tablet sales are predicted to overtake laptop sales and to overtake desktop sales by 2015) has enabled the tool to be implemented on the web.

The tool can now be used online, or downloaded as an “app” on apple devices, which has enabled the tool to be used by both the County Council’s partners and people which ultimately will lead to more people accessing information.

2.10 CRM System

The County Council has procured a CRM system (Lagan) via the Staffordshire Connects Partnership.

The CRM will increase the effectiveness and efficiency of the Customer Service Centre; will help maximise customer insight to deliver behaviour change; enable the delivery of outcomes fuelled by timely and relevant IAG and more relevant service commissioning; and will improve and expand access channels to meet audience expectations.

2.11 E-Market Place

The County Council has successfully implemented Purple Pages to enable people, or the Customer Service Centre on their behalf, to search for providers of services to meet their care needs. This online tool has over 3,000 providers and is continuing to grow.

This tool supports personalisation, through providing information and choice of solution. People can be directed from traditional, expensive, care provision (e.g. residential care) to alternative person-centred solutions enabling people to receive care within their own home environment.

However, currently people are then signposted to the provider to complete the transaction via telephone. The E-Market Place business case has been drafted to enable people to transact with providers to procure their care needs.
3 Business Drivers

3.1 Commissioning environment

This Access, Information, Advice and Guidance vision is a key enabler for people and place to access Information Advice and Guidance. As the County Council transforms into a commissioning organisation, there is the potential to create a more complex environment for people to navigate. The customer demand and insight data relating to those commissioned services is also potentially lost.

There is also a requirement for the County Council, jointly with partners, to establish agreed principles to steer what Information Advice and Guidance each partner will provide. For example, the Staffordshire and Stoke on Trent Partnership Trust is currently developing its own Customer Service Centre and partners are agreeing the boundaries and responsibilities of each Customer Service Centre to ensure that people do not experience duplication or gaps in the access to information, advice and guidance.

Access, Information Advice and Guidance is fundamental to the prosperity of Staffordshire: businesses requires a system of advice and support that is centred on business enablement; people require information on highways and public transport via the most appropriate technology and access to tourist information supports tourism.

3.2 Customer Insight

The County Council customer insight regarding what information advice and guidance people access via the County Council and its partners is limited to the number of contacts by phone and website usage.

Across the west midlands customer insight indicates the potential for “channel shifting” access to services via electronic methods is improving:

- 35% of residents in the West Midlands use the internet to access local council/government services
- Over 60% of consumers broadband connections is both fixed and mobile.
- Nationally 66% of the population purchase goods via the internet
- 37% of residents in the west midlands have used social networking sites in the past week.
- 71% of households in the west midlands own a PC.
- 39% of mobile phone users in the west midlands have taken up a smart phone in 2012.

However it is also recognised that 178,000 properties across Staffordshire are without basic broadband (at least 2mbps), therefore services must continue to be accessible by traditional channels also.

Although, the County Council has limited statistical evidence to evidence the change in channel preference within Staffordshire, there is a need to meet the increase in general expectations. Ten years ago, people’s expectations may have been to have a face-to-face conversation with their bank manager or insurance broker, now it is the norm to complete such personal and financially confidential transactions via the telephone or online.
These expectations are transferring to County Council services, and hence there is a need for the County Council to continue to change its offer to residents and to invest where required to meet this need.

3.3 Dilnot Commission Report
The Dilnot Commission report into the costs of adult social care to the individual has recommended a cap of £35,000 liability for care costs on individuals and that the threshold for self-funding be raised from the current £23,250 to £100,000. Whilst well intentioned and welcomed by individuals, it is estimated that it will cost the state £1.7 billion. When considered in light of the change in demographics, to an increasingly ageing population, it is more important than ever, to ensure that measures for prevention and early intervention are prioritised and exploited at every opportunity which can be supported by quality Information Advice and Guidance.

3.4 Medium Term Financial Strategy
In addition to needing to provide the best possible service to its residents, the current economic climate and the consequential budget cuts in public spending, are forcing all public bodies to do more with less.

This Vision therefore supports the Medium Term Financial Strategy by ensuring that resources are prioritised to achieving the greatest value.

3.5 Localism
The County Council has a role in enabling people to access information on how to volunteer for services and supporting people to access volunteer services.

The County Council must create the right conditions to support the growth of social capital through personal and social responsibility. Therefore, our role is to enable communities and individuals to succeed.

One of the methods of motivating, encouraging and enabling active citizenship is to ensure that the County Council, and its partners, provide local people with information and guidance to enable them to access the skills and confidence to play a more active role in the places they live.

3.6 Statutory Obligations
Within the Care and Support Bill, the County Council has a statutory obligation to:

- provide an information and advice service to help people understand how the care and support system works, what services are available locally, and how to access the services they need now and might do in the future;
- establish and maintain a service for providing people with information and advice relating to care and support for adults and support for carers.

Traditionally this would have been achieved through producing a suite of suite of publications and leaflets. The County Council now knows more about how people want to receive information and how this will have the maximum impact.
4 What are we trying to achieve – the Vision

The vision is that:

“A transformed customer services operation, operating at the heart of the council, will improve our understanding of citizens and provide consistent, high quality customer service and experience”.

The next stage in the transformation of customer services will represent a fundamental step change in the way the County Council currently manage customer access, services and insight activity. The transformation will build on existing strengths and provide significant opportunities for improved partnership working.

As detailed in the 2011 Vision, our commitment to customer services will continue:

- Any citizen contacting the County Council should be able to obtain help in the minimum number of contacts, whether by phone, online, correspondence or face-to-face.
- There should be a first time resolution promise, or one level down to service expert.
- The needs of different groups of people should be aligned with the appropriate access channel.
- Where appropriate and safe, people will be encouraged to self-help via the most cost effective channels such as the internet.
- The nature of contact should be relevant to the need, for example, access to local face-to-face support.

And will also be extended further:

- Information Advice and Guidance to be delivered at the right time at the right place, through the right channel through the Access Channel Strategy. The County Council will implement a “Digital by Default” approach – wherever feasible people should have access to services via electronic channels enabling 24 hour access to information advice and guidance.
- There will be a seamless link for access to information, advice and guidance between district and county services, and partners, potentially including the option to provide services on behalf of each other.
- Customer contact will be proactive, for example at key life events or due to identified changes in circumstances the County Council will provide access to services and/or information that will be relevant and timely.
- The County Council will hold one holistic customer record ensuring people do not have to contact different services (and, where appropriate, partners) to inform us of a change in circumstances, and enabling services and information to be personalised with the full knowledge of the resident or business.
- The County Council will be “integration ready” to enable customer services to provide access to information, advice and guidance for other partners in the future. This could include the contact centre providing telephone contact for other partners.
- Customer Insight will be used to transform the achievement of outcomes at both an operational and strategic level.
5 Achieving the Vision: The Programme

5.1 Scope
The following diagram below illustrates the scope of the proposed vision
‘One Staffordshire, One Council, One Customer’

- **Birth**
- **Children**
- **Young**
- **Adults**
- **Older People**
- **Death**
- **Partners**
- **Businesses**

---

**Web**

- Staffordshire County Council
- sben
- Youth Box
- Enjoy Staffordshire

**Broadcast**

- Social Media e.g., Twitter
- Radio

**Email**

**Phone**

- Contact Centre
  - 0300 111 8000

**Post**

- White Mail
  - Your Staffordshire
  - Leaflets

**Face to Face**

- SCC & District Offices
- GP Surgeries
- Libraries

---

**CRM**

- Information Advice and Guidance
- Signposting
- Transact/ Access / Procure Services
- Access Targeted Support Services

---

**Where is...?**

- Information on Council Services
- What's On
- Reports

---

**Services for All / Community**

- Highways
- Leisure
- Libraries
- Tourism

---

**Services for Some**

- Schools
- Children Centres

---

**Eligible Services**

- Families First
- Mental Health Trust
- Independen 1 Futures
- MASH
- Partnership Trust

---

**Customer insight supports achievement outcomes**

---

**Lowest Volume**

- Highest Cost
- Specialist Services

- Lowest Cost
- Universal Service

---

**One Customer Record enables personal proactive alerts**
5.2 Programme management

As indicated by the diagram above the achievement of the vision is reliant on the delivery of a number of key deliverables. The production of each of these deliverables will be achieved through a number of projects, which will be managed as a programme to ensure the vision is achieved.

The programme has three key stages:

**Stage 1: Quick Wins**: These projects can be delivered quickly within existing resources and are a continuation of the 2011 customer vision to provide access to information advice and Guidance.

**Stage 2: Implement Enabling systems**: these projects relate to the delivery of the systems which will provide customer insight to support the further implementation of the vision. For example, the implementation of the CRM for general enquiries will provide essential information on the types of enquiries the County Council receives from different groups of people to support the Channel Shift project.

**Stage 3: Embed Vision**: these project will utilise the customer insight to further redesign and transform customer services to deliver the vision.

The projects and their current position is indicated below:

<table>
<thead>
<tr>
<th>Project</th>
<th>Implementation Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage 1: Quick Wins</strong></td>
<td></td>
</tr>
<tr>
<td>Staffordshire Cares Website</td>
<td>Implementation due March 2013</td>
</tr>
<tr>
<td>Me Myself &amp; I</td>
<td>Implemented</td>
</tr>
<tr>
<td>Red-Embedded</td>
<td>Implementation of pilot complete June 2013</td>
</tr>
<tr>
<td>Staffordshire Neighbour Scheme</td>
<td>Pilot completed March 2013</td>
</tr>
<tr>
<td>Personal Wealth</td>
<td>Implementation due November 2012</td>
</tr>
<tr>
<td><strong>Stage 2: Implement Enabling Systems</strong></td>
<td></td>
</tr>
<tr>
<td>Complete service transition to Contact Centre</td>
<td>Implemented June 2013</td>
</tr>
<tr>
<td>CRM Phase 2 (Initial three services)</td>
<td>Business Case December 2012</td>
</tr>
<tr>
<td>E-Market Place</td>
<td>Business Case January 2013</td>
</tr>
<tr>
<td>Staffordshire Prospers Website</td>
<td>Candidate Form January 2013</td>
</tr>
<tr>
<td><strong>Stage 3: Embed Vision</strong></td>
<td></td>
</tr>
<tr>
<td>Information Advice &amp; Guidance Review– including review of web channels</td>
<td>Feasibility – Business Case March 2013</td>
</tr>
<tr>
<td>CRM Phase 3, Council wide implementation including channel review for processes</td>
<td>Feasibility – Business Case March 2013</td>
</tr>
<tr>
<td>Review of Face to Face</td>
<td>Feasibility – Business Case March 2013</td>
</tr>
<tr>
<td>Post Review Completed</td>
<td>Implementation complete March 2013</td>
</tr>
<tr>
<td>Customer Service Centre Review</td>
<td>Feasibility – Business Case due March 2014</td>
</tr>
</tbody>
</table>

A summary of each project is included in the Appendix.
6 Business Case

6.1 Project Business cases
The delivery of the proposed vision will be achieved by the implementation of the programme summarised above, each of the projects will have its own business case including:

- Costs of implementation and on-going operational costs
- Business benefits
- Financial benefits
- Timescales and Resource Requirements

However, the greatest benefit will be achieved by the delivery of the programme as a whole:

6.2 Customer Service Benefits:
The programme will enable:

- Easier access to services;
- Consistency of service, regardless of channel
- Being proactively informed about what is appropriate for them and even while on the move, due to an expansion of digital channels;
- Not being informed about services/information that are irrelevant to them or that they already have;
- Resolution at the first point of contact; meeting several needs served by multiple service areas in one interaction;
- Being made aware of help and assistance they would not have ordinarily known was available;
- Averting personal decline or potential accidental injury due to being proactively informed

There will be ‘hard’ or fiscal benefits for people in terms of access to financial help and support that they may not have been aware they were entitled to and although, in these times of recession and budget cuts, some people may ask why would want to actively promote the idea that more people should claim benefits.

Benefits when provided to the right person at the right time can be very powerful in preventing further decline through poverty, deprivation, isolation and even declining mental health due to these circumstances and the consequential increased cost to SCC. The People Gateway will ensure that access to scarce resources is focussed on only those who need those resources and the integration of systems brought about through this work will also help to identify fraudulent multiple benefit claims or potential fraud.
6.3 Current Costs of Service Delivery

The 2012/13 Budget for Customer Services (including registration services, reception, contact centre, post and complaints) is:

<table>
<thead>
<tr>
<th>Service</th>
<th>FTEs</th>
<th>Expenditure</th>
<th>Income</th>
<th>Net Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact Centre / Reception</td>
<td>55.2</td>
<td>1,121</td>
<td>(180)</td>
<td>941</td>
</tr>
<tr>
<td>Post room</td>
<td>6.0</td>
<td>710</td>
<td>(655)</td>
<td>55</td>
</tr>
<tr>
<td>Complaints Team</td>
<td>5.9</td>
<td>324</td>
<td>-</td>
<td>324</td>
</tr>
<tr>
<td>Registrars</td>
<td>16.7</td>
<td>1,265</td>
<td>(1,326)</td>
<td>(61)</td>
</tr>
<tr>
<td><strong>Customer Services</strong></td>
<td><strong>83.8</strong></td>
<td><strong>3,420</strong></td>
<td><strong>(2,161)</strong></td>
<td><strong>1,259</strong></td>
</tr>
</tbody>
</table>

A review of the complaints and registrars services has been completed and delivered savings of £108,000 and £210,000 respectively.

A saving target of £50,000 has been established for post.

6.1 Channel Shift

Improvements in technology and the natural shift to digital media as the default option, wherever possible, offers perhaps the best ever opportunity to reduce costs whilst satisfying more people. SOCITM benchmark data from SOCITM Insight exposed the cost savings through channel shift with the following figures:

<table>
<thead>
<tr>
<th>Cost of Transaction by channel</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>face-to-face customer transaction</td>
<td>£7.40</td>
</tr>
<tr>
<td>telephone customer transaction</td>
<td>£2.90</td>
</tr>
<tr>
<td>web customer transaction</td>
<td>£0.32p</td>
</tr>
</tbody>
</table>

The following telephone call handling costs have been calculated, based on costs of CSC staff taking the calls divided by 2011 call volumes:

<table>
<thead>
<tr>
<th>Contact</th>
<th>Average Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration calls</td>
<td>£2.00</td>
</tr>
<tr>
<td>General Enquiries calls</td>
<td>£1.13</td>
</tr>
<tr>
<td>Staffordshire Cares</td>
<td>£2.50</td>
</tr>
<tr>
<td>Safeguarding</td>
<td>£3.60</td>
</tr>
<tr>
<td>Total</td>
<td>£1.59</td>
</tr>
</tbody>
</table>

It is recommended that further work is completed to establish a cost for each type transaction.

Tameside Council have set a target to channel shift to a 70/20/10 ratio of web/face-to-face/phone by 2015, an ambitious target, but one they believe they can achieve.

The Graph below demonstrates the potential saving by transferring transactions from phone to web:
Savings of between £40,000 to £300,000 would be realised by reducing capacity within the contact centre.

Investment would be needed to maintain the digital channel, however this is significantly less labour intensive, particularly if services see information Advice and Guidance as part of their core offer and deliver via all channels.

It is also recognized that as volumes transfer to electronic channels the ability to realize savings would be reduced further as economies of scales would eventually start to impact the contact centre.

### 6.2 Access to Services

One of the key objectives of providing information advice and guidance is to enable people to either:

- Access services at an early stage to prevent people and businesses entering expensive crisis situations and hence incurring larger costs (e.g. access to debt advice at any early stage, can prevent financial circumstances escalated and resulting in the public sector needing to provide additional support).

- Inform people of alternative options to reduce the need for people to access County Council or other public sector services. (e.g. by providing information on care opportunities within the voluntary or independent sector to enable people to continue to live at home, may reduce the need for people to require residential care from the County Council).

These efficiencies are a) difficult to measure and b) prove that the provision of information resulted in a reduction of costs.

However, the implementation of the CRM and other tools will enable the County Council to begin to measure firstly the contact that has taken place and secondly the subsequent customer journey.
Hence it will be possible to demonstrate the impact that the Information Advice and Guidance and enable Commissioners to challenge providers regarding the cost of delivering services and achieve efficiencies.

In contrast, it should be noted that the County Council’s approach, may actually increase costs, through proactively engaging with people to alert them to services they are entitled to.

6.3 Efficiency within Service Areas

The implementation of the vision is likely to enable efficiencies within the service area as the processes are re-designed. For example, it is anticipated that the provision of timely and quality information advice and guidance will enable more enquiries to be answered at the first point of contact across all channels, and reduce the number of enquiries handed-off to specialist service areas.

It is difficult to estimate the potential efficiency this could achieve, also it is probable that the call handing related to a proportion of a role which cannot be realized into a cashable saving. (i.e. the saving relates to 5% of an Full Time Equivalent).

However, the implementation of the CRM will enable the measurement of the volume of enquiries, and hence enable the measurement of efficiencies within the service area.

6.4 Efficiency through Customer Behaviour Change

There is a significant potential to make savings through reducing avoidable contact. For example, we currently receive contact from people who have received a letter from the County Council which they can’t understand. Updating the template to improve the letter content will remove the need to contact the County Council.

Similarly the Staffordshire Cares website, currently clearly advertises the Contact Centre number on every page advertising “talk to us on 0300 111 8010”. This encourages people to contact the County Council, who may only receive the same advice that is available on the website. Re-branding the label as “Can’t find what you are looking for? Call us on 0300 111 8010”, may reduce unnecessary contact.

6.5 Potential Income

The County Council is already advanced in its approach to the provision of Information Advice and Guidance, and there is a potential to sell this approach to other Councils. (For example, the County Council has already attracted interest for the Staffordshire Cares website and Me Myself and I tool.)

In addition, because the County Council is implementing a CRM shared with Stoke on Trent City Council and 6 other district and borough Councils within Staffordshire; this provides the potential for the County Council to offer a full Contact Centre service on behalf of these Councils. The County Council currently receives many calls that must be re-directed to district councils, (e.g. in relation to council tax enquiries, or street cleaning) due to the confusion regarding who to contact, hence efficiencies would be achieved through reducing double-handling.

It would also be possible to extend this contact centre service to additional organisations in the future. In order to offer a commercial service in this manner, and compete with existing contact centres within the market place, the contact centre would need to be equipped with standard tools, (e.g. CRM ICT systems and telephony
tools). This would enable the monitoring of all transactions, provide performance reports and accurately cost the delivery of the additional services.

6.6 Improved efficiency of customer services staff

- Increased self-service activities by residents and businesses will reduce the numbers of telephone calls received;
- Reduced training time for new starters (currently over a dozen different ICT systems are used within the Customer Service Centre, this will be reduced through the implementation of CRM).
- Efficiency of call handling time due to having the relevant knowledge available to enable them to help people at the first point of contact.

6.7 Transformed Outcomes

- Access to customer insight information, including detail on types of calls received, profile of people and businesses who contact the County Council and their preferred channel. This improved Customer Insight will then be utilised to further improve outcomes.
- Partners are able to receive service requests on behalf of each other, reducing the number of occasions people are asked to ring an alternative partner and providing the potential for economies of scale.
- Subject to appropriate information sharing agreements, enable sharing of data between district and county tiers (e.g. a change of name / contact details for people and businesses at a district level is immediately updated at a county level.)
## 7 Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Owner</th>
<th>Score</th>
<th>Mitigating Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects within programme are not coordinated, resulting in different service offering for each channel.</td>
<td>JMc</td>
<td>9</td>
<td>Programme Plan includes all channels</td>
</tr>
<tr>
<td>Information is not owned by the service area, and is not maintained.</td>
<td>AH</td>
<td>12</td>
<td>Procedures drafted and individuals named for information content.</td>
</tr>
<tr>
<td>Improved IAG, actually increases demand in the service area and customer services, resulting in increased costs.</td>
<td>AH</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Partners develop conflicting IAG solutions which reduce the impact of SCC solutions.</td>
<td>AH</td>
<td>15</td>
<td>Map partners objectives and prioritise IAG solutions.</td>
</tr>
<tr>
<td>Speed of Technology Change means that SCC solutions become outdated.</td>
<td>SK</td>
<td>9</td>
<td>Refresh Access Channel Strategy on annual basis, and review AIAG business case.</td>
</tr>
<tr>
<td>Commissioners commission IAG solutions or do not consider requirement for &quot;SCC&quot; front door</td>
<td>AH</td>
<td>9</td>
<td>Communications for AIAG programme - including CRM and website</td>
</tr>
<tr>
<td>Data is not used to inform Customer Insight or used to make service decisions</td>
<td>KW</td>
<td>9</td>
<td>Communications for Customer Insight benefits</td>
</tr>
<tr>
<td>Programme is not viewed as a priority due to need to evidence financial benefits - resulting in resources not being prioritised to the project.</td>
<td>JMc</td>
<td>16</td>
<td>Approval of SLT for CRM business case in November, and AIAG in December</td>
</tr>
<tr>
<td>Service Areas wish to retain own contact centre staff, systems, online solutions and processes due to lack of confidence in Corporate approach</td>
<td>JMc</td>
<td>16</td>
<td>ICT engaged to challenge procurement. Communications of benefits of AIAG</td>
</tr>
<tr>
<td>Channel shift approach alienates specific members of the community from accessing services they are entitled to.</td>
<td>JMc</td>
<td>12</td>
<td>Community Impact Assessment completed on approach. Engagement with people prior to change.</td>
</tr>
<tr>
<td>Risk that additional ICT costs incurred to manage integration to back office systems and provide on-going maintenance.</td>
<td>SK</td>
<td>15</td>
<td>Business case for wider CRM subject to SLT approval. Any additional costs to be funded by efficiencies.</td>
</tr>
<tr>
<td>Risk that reputation of County Council is damaged through inaccurate information and perceived poor customer service.</td>
<td>JMc</td>
<td>12</td>
<td>Ownership of information implementation to ensure accuracy.</td>
</tr>
<tr>
<td>Service areas develop or procure own ICT or web solutions, causing confusion for people and increasing costs.</td>
<td>JMc</td>
<td>20</td>
<td>Communications for AIAG programme - including CRM and website</td>
</tr>
<tr>
<td>Insufficient revenue budget for on-going maintenance and support. Resulting in data not being maintained. (e.g. purple pages, ICT resources for CRM and Staffordshire circle)</td>
<td>JMc</td>
<td>20</td>
<td>Grant funding application for Staffordshire Circle. Business Case for CRM and E-marketplace to include on-going support request.</td>
</tr>
</tbody>
</table>
Appendix

1 Projects

1.1 Staffordshire Cares Website

Project Sponsor: Anna Halliday

Overview: Re-development of the StaffordshireCares website to support people of all ages to access information, advice and guidance to support their decisions around their care needs with the aim of supporting people to make alternative choices to traditional, expensive, care provision.

1.2 Me Myself & I

Project Sponsor: Anna Halliday

Overview: The “Me Myself and I” application has been implemented and is live. As the project transitions to the operational business, there is an opportunity to use this learning to support the development of future applications, and generate income from sales.

1.3 Red-Embedded

Project Sponsor: Helen Trousdale

Overview: Currently people are required to contact their GP, health worker or other professional via the telephone or face-to-face.

Access to such sensitive, personal services via telephone is often not suitable, as this does not enable the professional to consider body language when making an assessments.

The alternative is to provide face-to-face services, requiring professionals to travel incurring time and costs, or requires people to travel to their local centre.

The Red-Embedded project therefore will pilot the use of secure video conferencing technology to enable people to access professional expertise from their residential home.

1.4 Staffordshire Neighbour Scheme (previously known as Staffordshire Circle)

Project Sponsor: Shelly Brough

Overview: This project will complete a pilot to identify the potential to develop a scheme for people to access advice and information on how to volunteer, or obtain help from volunteers.

1.5 Personal Wealth

Project Sponsor: Helen Trousdale

Overview: People who fund their own care often have limited access to information, advice and guidance which may result in them making decisions to select traditional forms of care which is expensive. This can result in people then becoming reliant on the local authority to fund their care when their own funding is no longer available.
The County Council has completed a procurement exercise to select a partner (Mint Wealth) to support people who fund their own care in making informed financial decisions to enable them to continue to support the funding of their own care.

1.6 Transition to Contact Centre

**Project Sponsor:** Dionne Lowndes

**Overview:** The transition of services to the contact centre is on-going. On completion of the transition, a review of the contact centre will be completed.

1.7 CRM

**Project Sponsor:** Dionne Lowndes

**Overview:** The implementation of a Customer Relationship Management system to track all transactions. This project will be completed in two phases. Firstly, three transactions will be implemented, before developing a roll out plan to implement across the County Council.

As services are implemented on CRM, a review of Information Advice and Guidance will be completed, to ensure that the service can be delivered by all channels, and the opportunity to proactively contact people is also considered.

The business case for this project will be received at SLT in December.

1.8 E-MarketPlace

**Project Sponsor:** Anna Halliday

**Overview:** The implementation of an e-marketplace to enable people to transact with third party providers for the procurement of social care services.

1.9 Staffordshire Prospers

**Project Sponsor:** To be identified

**Overview:** A candidate project form will be considered by SLT in January 2013. This project will complete a review of audiences and Information Advice and Guidance provided to businesses via websites. Subject to approval, a business case will then be completed for the design and creation of a Staffordshire Prospers website.

1.10 Information Advice & Guidance Review

**Project Sponsor:** Anna Halliday

**Overview:** A review of Information Advice and Guidance will be completed for Staffordshire County Council and its partners. This will include a review of website content. The information will be mapped against life events of people and businesses to ensure that people can access information across all appropriate channels. Owners of the information will also be identified.

The review will also consider customer information held by the County Council’s providers and how this can be used to provide customer insight.

The transaction cost for different channels will also be calculated and monitored.
1.11 Review of Face to Face

    **Project Sponsor:** To be identified

    **Overview:** In conjunction with the Strategic Property Review and Libraries Strategy, a review of the different locations available for face to face services for the County Council and its partners will be completed.

1.12 Post Review

    **Project Sponsor:** Dionne Lowndes

    **Overview:** The post service will be reviewed to implement the actions from the Capita report.

1.13 Contact Centre Review

    **Project Sponsor:** Dionne Lowndes

    **Overview:** Following the implementation of CRM for twelve months, and the embedding of channel shift strategy, this project will complete a review of the Customer Service Centre