



AGENDA ITEM NO.

Report Cover Sheet

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| Name of Meeting: | EXECUTIVE |
| Date of Meeting: | 25 th March 2008 |
| Report Title: | Relocation of the Customer Service Centre to Shire Hall, Warwick. |
| Summary of report: | Members to review the Memorandum of Understanding (Exit Strategy) proposed for the project relocating the Customer Service Centre from Riverside House to Shire Hall. |
| For Further Information Please Contact (report author): | Andrew Jones 6830 andrew.jones@warwickdc.gov.uk |
| Would the recommended decision be contrary to the Policy Framework: | No |
| Would the recommended decision be contrary to the Budgetary framework: | No |
| Wards of the District directly affected by this decision: | All |
| Key Decision? | Yes |
| Included within the Forward Plan? | Yes |
| Is the report Private & Confidential | No |
| Background Papers: | None |

Consultation Undertaken

Below is a table of the Council's regular consultees. However not all have to be consulted on every matter and if there was no obligation to consult with a specific consultee they will be marked as n/a.

| Consultees | Yes/ No | Who |
|---------------------------------------------------|---------|-----------------------------|
| Other Committees | Yes | Executive Overview |
| Ward Councillors | n/a | |
| Portfolio Holders | Yes | Norman Pratt |
| Other Councillors | n/a | |
| Warwick District Council recognised Trades Unions | Yes | Unison |
| Other Warwick District Council Service Areas | No | |
| Project partners | Yes | Warwickshire County Council |
| Parish/Town Council | n/a | |
| Highways Authority | n/a | |
| Residents | n/a | |
| Citizens Panel | n/a | |
| Other consultees | n/a | |

Officer Approval

With regard to officer approval all reports must be approved by the report author's relevant director, Finance Services and Legal Services.

| Officer Approval | Date | Name |
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| Relevant Director(s) | 29/02/08 | Karen Pearce |
| Chief Executive | 29/02/08 | Chris Elliott |
| CMT | 29/02/08 | All |
| Section 151 Officer | 29/02/08 | Mike Snow |
| Legal | 29/02/08 | Max Howarth |
| Finance | 29/02/08 | Mike Snow |
| | | |
| Final Decision? | | Yes |
| Suggested next steps (if not final decision please set out below) | | |
| | | |

1. RECOMMENDATION(S)

- 1.1 To agree that the Memorandum of Understanding (Exit Strategy) (Appendix 1) for the proposed shared service Customer Service Centre (CSC) operation with the County Council is robust and provides reasonable assurance that the District would be able to re-establish its operation with minimum disruption to customers.

2. REASON(S) FOR THE RECOMMENDATION(S)

- 2.1 On 10th, December 2007 the Executive agreed in principle to the business case for the relocation of the CSC to Shire Hall, Warwick. However, before finally agreeing the Executive asked to see the Exit Strategy and satisfy itself that the project would not require an increase in budget.
- 2.2 The full business case is attached at appendix 2 and officers are able to confirm that all the costs associated with moving and re-establishing at Shire Hall, Warwick can be met from within current allocated budgets.
- 2.3 The Exit Strategy has been developed in conjunction with the council's Legal Services team and the Legal Department of the County Council.
- 2.4 Should the Exit Strategy need to come into operation, it is envisaged that the CSC would return to Riverside House. There would not be an issue with regard to the computer systems necessary to provide the service as the council has a separate agreement. However, time would be needed to resolve seating arrangements and consequently the Memorandum of Understanding refers to a twelve month notice period.

3. ALTERNATIVE OPTION(S) CONSIDERED

- 3.1 Members could reject or amend the proposed Memorandum of Understanding.

4. BUDGETARY FRAMEWORK

4.1 Revenue

- 4.11 Members wanted reassurance that there would be no revenue implications for the council in relocating to Shire Hall, Warwick. Since December further project meetings have taken place and there is nothing to suggest that the council will be exposed to financial commitments over and above its current agreed budget.

4.2 Capital

- 4.21 There are no capital costs as a consequence of a move.

5. POLICY FRAMEWORK

- 5.1 The relocation of the CSC contributes to Corporate Strategy objective CS7 to "Improve the efficiency of service delivery to the council's customers". This will be achieved as customers will no longer need to have their phone calls transferred between organisations.

- 5.2 The proposal forms an integral part of the council's Building on Excellence programme as it frees-up accommodation at Riverside House for the CCTV service to move from the Town Hall.

Appendix 1

MEMORANDUM OF UNDERSTANDING dated day of 2008

BETWEEN

Warwickshire County Council of Shire Hall Warwick ("WCC")

And

Warwick District Council of Riverside House Milverton Hill, Leamington Spa ("WDC")

(together the "Parties" and separately a "Party" as the context requires)

WHEREAS

1. Under the Warwickshire Direct Partnership, Warwickshire WCC and Warwick WDC (and other councils) improved customer service by establishing separate customer service centres using the same range of products and solutions (Northgate Front Office software and Macfarlane telephony equipment).
2. Now WCC and WDC have agreed to begin the work of joining up the customer service centre functionality and provision.
3. The parties intend to achieve the co-location of the WDC and WCC customer service centres within the existing Shire Hall customer services centre to create a co-located customer service centre ("CSC").
4. Following an initial co-location, the parties intend to further develop an Integrated CSC with the intention that any member of the public who calls the Integrated CSC will be able to receive advice and guidance on WDC Services and WCC Services.
5. The purpose of this Memorandum is to provide for the duties and responsibilities of WCC to WDC leading up to and covering the expiry or termination of the Agreements relating to the integrated CSC and the transfer of CSC Services to a replacement service provider.

Now it is agreed as follows:

1. **DEFINITIONS**

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| "Partnership Agreement" | means the agreement governing the integration of WDC's and WCC's CSCs and providing for the duties and responsibilities of the Parties. |
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| "Project Budget" | means the budget for the implementation of the integrated CSC which will be paid by the Parties after the Third Phase. |
| "Third Phase" | means the final stage of the project where a fully single integrated CSC has been achieved. |

2. ASSISTANCE ON EXPIRY OR TERMINATION

- 2.1. In the event that the Partnership Agreement expires or is terminated WCC shall, where so requested by WDC, provide assistance to WDC to migrate the provision of the CSC Services to Riverside House or to an alternative service provider (as the case may be).

3. APPLICATION OF TUPE ON A SERVICE TRANSFER

- 3.1. The parties acknowledge that where the agreement expires or is terminated by either Party after the commencement of the Third Phase this may be a situation to which TUPE and/or the Acquired Rights Directive may apply. In such circumstances, WDC will inherit liabilities in respect of employees of WCC or any sub-contractor of WCC engaged in the provision of the CSC Services and, accordingly, the provisions in paragraphs 4 to 5 of this Agreement shall apply.

4. PRE- SERVICE TRANSFER OBLIGATIONS IN RESPECT OF SUB-CONTRACTORS

- 4.1. WCC agrees that, subject to compliance with the Data Protection Requirements, within either:
 - 4.1.1 six (6) months of receipt of the giving of notice of early termination of the Partnership Agreement or any part thereof; or
 - 4.1.2 the date which is six (6) months before the due expiry date of Partnership Agreement,

it shall provide a list of those of its sub-contractors which WCC believes will transfer to WDC, together with details of all relevant terms and conditions of employment, pay, benefits and working arrangements applicable to such sub-contractors.

5. PRE- SERVICE TRANSFER OBLIGATIONS IN RESPECT OF EMPLOYEES

- 5.1 WCC agrees that, subject to compliance with the Data Protection Requirements, within either:
 - 5.1.1 twelve (12) months of receipt of the giving of notice of early termination of the Partnership Agreement or any part thereof; or
 - 5.1.2 the date which is twelve (12) months before the due expiry date of Partnership Agreement,

it shall provide to WDC a final list of employees which WCC believes will transfer under TUPE.

- 5.2 subject to compliance with the Data Protection Requirements, WDC shall be permitted to use and disclose information provided by WCC under this paragraph 5 for informing any tenderer or other prospective replacement service provider.
- 5.3. From the date of the earliest event referred to in paragraphs 5.1.1 to 5.1.2, WCC agrees that it shall not, and agrees to procure that its Sub-Contractors shall not, other than in the ordinary course of business, in respect of those employees engaged in the provision of the CSC Services:
 - 5.3.1. increase or reduce the total number of employees so engaged, or give notice to terminate the employment of any such employees; or
 - 5.3.2. replace or re-deploy any such employee other than where any replacement is of equivalent grade, skills, experience and expertise; or
 - 5.3.3. make, propose or permit any changes to their terms and conditions of employment.

6. TERM AND TERMINATION OF THE PARTNERSHIP AGREEMENT

- 6.1 The Parties will use their reasonable endeavors to enter into the Partnership Agreement on the following terms:
 - 6.1.1 the term of the Partnership Agreement will be for a minimum of ten years.
 - 6.1.2 the agreement shall provide for break clauses which can be exercised by either Party between April and Sept in year 3 and April and Sept of year 7 of the Partnership Agreement.
 - 6.1.3 the break clauses will provide that either Party can terminate the Partnership Agreement by providing 12 months notice from the date the break clause is exercised in accordance with paragraph 6.1.2.

7. REPAYMENT OF THE PROJECT BUDGET ON TERMINATION OF THE AGREEMENT.

- 7.1 In the event that the Partnership Agreement is terminated by either party after the Third Phase has commenced WCC agree to repay to WDC its contribution to the Project Budget after deducting WDC's proportion of the costs of the integrated CSC from the date of the commencement of the Third Phase up until the date of termination.

8. This Memorandum shall be subject to English law.
9. The rights created under this agreement are personal to the parties and shall not be capable of being assigned or otherwise disposed of.
10. A person who is not a party to this agreement shall have no right under the Contracts (Right of Third Parties) Act 1999 to enforce any of the terms.

Signed on behalf of Warwickshire County Council

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Signed on behalf of Warwick District Council

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Dated this day of 2008

APPENDIX 2

Business Case for a Joint Integrated Customer Service Centre with WCC

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| <p>1) Executive Summary</p> | <p>The procurement of a CRM system by the six Warwickshire councils in 2003 opened up the possibility of a centralised CSC providing both cost and customer benefits. However, a report commissioned at the time of the purchase concluded that, "whilst a centralised Contact Centre offers the greatest financial benefit it involves far greater complexity and has far less support amongst the partners." Over the last four years the partners have maintained a close relationship and in particular the joint work of Warwick District Council and Warwickshire County Council has been recognised on the national stage.</p> <p>That joint work has involved an examination of whether a joint CSC could be developed in the south of the County, initially with WDC and WCC but potentially expanding to include Stratford.</p> <p>From WDC's perspective the feasibility study set-out to establish 4 things:</p> | |

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| <p>1) Executive Summary Continued</p> | <ol style="list-style-type: none"> 1. That an integrated service would not produce additional revenue costs whilst at the same time provided a more efficient use of resources; 2. That the technology was in a position to support a joint service; 3. That the interests of District Council staff could be protected; 4. That the service to the customer would be enhanced. <p>Officers consider that they have been able to develop a model of service delivery that is not only cost neutral but provides for a more manageable knowledge base for advisors and at the same time enables a career grade to aid with the difficulty of retaining staff.</p> <p>The model is revenue cost neutral and facilitates the more efficient use of WDC owned property.</p> <p>Finally, the approach provides a real benefit to the customer as the technology allows the customer to receive the complete "council service" with a single customer record across both tiers of council.</p> | |

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| 2) Background | <p>In 2003 the Warwickshire On-Line Partnership (WOLP) board (made up of officer and member e-champions) concluded a joint contact centre feasibility project.</p> <p>The final report justified joint working amongst the WOLP partners (5 Warwickshire district councils and the county council) and ratified contact centre working.</p> <p>A corporate contact centre can potentially:</p> <ol style="list-style-type: none"> 1) Give customers a wider choice of when to contact the Council 2) Ensure customer calls are answered in a timely manner with less calls being abandoned 3) Ensure consistency of response from customer service professionals 4) Ensure consistency of customer care values and standards 5) Build up a customer database giving opportunity to analyse service trends and issues 6) Free up time for specialist officers which increases capacity within service areas for dealing with day-to-day work activities & projects 7) Deliver efficiency gains for the whole organisation through re-engineering processes and managing work flows | <p>Andrew Jones</p> |

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| <p>2) Background continued</p> | <p>Two options for contact centre working were put forward;</p> <ul style="list-style-type: none"> ➤ A centralised contact centre ➤ Locally managed contact centres <p>The report concluded:</p> <p>“Whilst a centralised contact centre offers the greatest financial benefit it involves far greater complexity and has far less support amongst the partners”. Due to these factors it was unlikely to be achieved in the short term and funding had to be used by a deadline of March 2004.</p> <p>Therefore the locally managed contact centre option, whilst not offering the same level of benefit as a centralised facility, was agreed with a view to greater collaborative working and integration in the future.</p> <p>To implement contact centre working, the WOLP board agreed to the purchase of a Customer Relationship Management (CRM) system and an Assisted Call Distribution (ACD) telephone system. Procuring the same systems across the partnership ensured cost savings were made and enables future joint working initiatives.</p> <p>The prime contractor Steria, brought in Northgate Information Solutions (CRM system) and Macfarlane Telesystems Limited (ACD system) to supply the new technologies.</p> <p>The CRM system was to be used at all customer facing points rather than be limited to contact centre working.</p> | |

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| 2) Background continued | <p>The corporate strategy for Warwick District Council 2003-2007 comprises seven corporate objectives.</p> <p>Corporate objective CO1 is to "Manage our services openly, effectively and efficiently".</p> <p>A priority action to meet this objective is to "make the greatest use of new technology to improve efficiency and customer access to services".</p> <p>A key target towards delivering the above priority action is for:</p> <ul style="list-style-type: none"> ➤ 80% of telephone contacts to be received via the contact centre by 2007 and of those 80% to be resolved at the first point of contact <p>To achieve this target and in line with the WOLP board agreement Warwick District Council established a locally managed corporate Customer Service Centre (CSC).</p> <p>To set-up the CSC, call volumes were analysed to determine the amount of phone resources required to handle the planned migration of service area phone calls and an upfront transfer of staff was agreed.</p> <p>In 2004 the CSC embarked on a program of migrating service area phone calls.</p> <p>Currently, the CSC handles calls for 30 different services, including:</p> <ul style="list-style-type: none"> ➤ Planning: development control, appeals & enforcement, conservation, engineering, building control ➤ Leisure; Grounds Maintenance, Car Parks | |

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| <p>2) Background continued</p> | <ul style="list-style-type: none"> ➤ Member Services; committee services, licensing, electoral administration ➤ Revenues; benefits, council tax & business rates ➤ Housing; repairs, home choice, estates management ➤ Environmental Health; refuse/recycling, pest control, food and occupational health & safety ➤ Switchboard <p>The CSC has 22.72 Full Time Equivalent employees;</p> <p>1 CSC Manager – responsible for ensuring the ongoing enhancement of customer services and achievement of the outcomes of the Customer Access Best Value Review specifically in relation to the expansion of the Contact Centre. Acts as the Council's lead project officer for the development and implementation of the Warwickshire Direct Partnership Joint Contact Centre project's CRM system.</p> <p>2 Team Leaders – responsible for managing a team of Customer Service Advisors (CSA's) delivering first class, professional customer service to the public and a high quality front line service to the Council and its partners. Specifically; recruit, induct & day to day management of CSA's. Supervise the workload of the team to optimise service delivery across the full range of opening hours.</p> <p>19.72 CSA's – responsible for assessing and resolving enquiries, requests and complaints, primarily on the telephone, but also by other electronic access channels, to ensure that customer enquiries are resolved at first point of contact, unless specialist knowledge or further investigation is required.</p> | |

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| 2) Background continued | <p>In the 2006/07 financial year, the CSC was offered an average of 28,900 calls per month and answered an average of 25,550 calls. This equates to 10% of calls being abandoned.</p> <p>The migration of council tax calls in April 2006 impacted on service delivery; approx 4000 additional calls per month of a complex nature.</p> <p>In the current 2007/08 financial year, the CSC has been offered an average of 29,367 calls per month and answered an average of 25,778 calls. This equates to 12% of calls being abandoned.</p> <p>Further services are due to migrate to the CSC such as (approx calls per month to the CSC in brackets):</p> <ul style="list-style-type: none"> ➤ Housing Rents (701 calls) ➤ Environmental Protection (719 calls) ➤ Property (723 calls) ➤ Private Sector Housing (189 calls) <p>If call migrations are completed and approximate call volumes in brackets above are received, the CSC will approximately be handling an additional 2332 calls per month, within the core opening hours this would equate on average to a further 12 calls per hour.</p> <p>Financial year-to-date, CSC advisors are averaging 7 calls an hour therefore this potential increase in volume would require up to a further 2 FTE.</p> <p>The vast range of enquiries requires CSA's to build up an extensive knowledge of council services which is very challenging;</p> | |

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| <p>2) Background continued</p> | <p>➤ It can take up to 6 months to fully train CSA's</p> <p>➤ The wide range of services & knowledge required has been mentioned as a factor by recent leavers & is therefore leading to staff turnover</p> <p>➤ There is potential for errors & mis-information due to the lack of scripted CRM forms and the amount of information that CSA's need to remember.</p> <p>CRM forms are becoming more advanced; scripting and integration with back-office systems are being worked on and over the long term will improve the above situation.</p> <p>However, there is potentially a case for introducing different levels within the CSA grade to reduce the number of services that an individual deals with.</p> <p>Historically the CSC opening hours have primarily been 8am – 6pm Monday to Friday, with the exception of one trial period of opening until 8pm which at the time was discontinued due to insufficient call volumes.</p> <p>In January 2006, a consultation exercise was undertaken with the CSC team to increase the opening hours from 50 to 60 hours per week in order to meet corporate objectives. After discussion, the following opening hours were agreed and implemented on 5th June 2006:</p> <p>8am – 7.30pm Monday to Thursday</p> <p>8am – 6pm Friday</p> <p>9am – 1pm Saturday</p> | |

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| 2) Background continued | <p>Opening hours have been promoted through a wide range of channels such as;</p> <ul style="list-style-type: none"> ➤ Bookmarks – given away in bookshops, One Stop Shops, Council reception areas and posted out with various Council letters ➤ Posters – displayed in leisure centres, Riverside House reception areas, post offices, libraries ➤ Adverts – in different publications ➤ Phone queue messages ➤ Website <p>Despite the above publicity, call volumes in the extended hours initially remained low. Approx call volumes were as follows:</p> <ul style="list-style-type: none"> ➤ Saturdays = 12 calls an hour ➤ 6pm – 7.30pm Evenings = 7 calls an hour <p>On average, only 1 call was being received between 7pm – 7.30pm therefore in February 2007 it was agreed to amend the evening closing time to 7pm so that resources could be used more effectively by starting 30 minutes earlier in the mornings.</p> <p>With continued publicity of opening hours on Council correspondence, extended hours call volumes have increased; over the last 3 months the average call volumes are as follows:</p> | |

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| <p>2) Background continued</p> | <ul style="list-style-type: none"> ➤ Saturdays = 18 calls an hour ➤ 6pm – 7pm Evenings = 13 calls an hour <p>To handle this increase in demand, the number of CSA's scheduled to work these hours has increased from 2 to 3.</p> <p>The extended opening hours equate to an average minimum staff cost of £102 per Saturday and £25 for Evenings. Management, building & equipment costs are additional.</p> <p>The current ICT infrastructure is capable of enabling phone calls to be answered by any of the locally managed contact centres and information to be accessed via the Northgate CRM system.</p> <p>Consideration is now being given to merging the WDC CSC with the County Council's CSC.</p> | |

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| 3) Business Need | <p>To investigate the potential for moving the WDC contact centre to Shire Hall, Warwick.</p> <p>There are a number of reasons why this is being investigated:</p> <ul style="list-style-type: none"> ➤ Central Government Agenda – The current mood in Government is that shared services are the way forward for local government. It is considered that the joining-up of services can lead to considerable efficiency savings. The current Joint One Stop Shop initiative based in Kenilworth is a proven example of how the District & County councils can work together. ➤ Warwickshire Direct – The original vision was that customers would be able to have their query answered by an agent anywhere in the county. This has not progressed as originally envisaged due to each locally managed contact centre being at different stages of development; however, it links to the efficiency agenda referred to above. ➤ Accommodation Needs – WDC has limited accommodation and it is recognised that the CSC working environment is not ideal. The current Joint One Stop Shop initiative based in Kenilworth freed up property costs at a saving of £80,000. ➤ Capacity – There is a limited number of advisors available to take calls. Joining with another organisation provides the potential to increase capacity. | <p>Andrew Jones & Organisational Leads</p> |

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| <p>3) Business Need Continued</p> | <p>Developing a joint contact centre would extend the request, advice & information services that are offered and will give greater access to residents.</p> <p>A joint contact centre would potentially:</p> <ul style="list-style-type: none"> ➤ Support corporate objective CO1 "Manage our services openly, effectively and efficiently" ➤ Meet the priority action of "make the greatest use of new technology to improve efficiency and customer access to services" to meet the CO1 objective noted above ➤ Deliver efficiency gains and cost savings ➤ Increase effectiveness by enabling more enquiries to be answered at the first point of contact (residents frequently phone WDC when the service they require is delivered by WCC and vice versa) ➤ Deliver economies of scale; better use of resources, increased purchasing power ➤ Give customers a wider choice of when to contact the Council as WCC are open all day Saturday and later in the evenings ➤ Ensure customer calls are answered in a timely manner with less calls being abandoned through availability of a larger pool of CSA's ➤ Ensure consistency of response from customer service professionals ➤ Ensure consistency of customer care values and standards | |

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| 3) Business Need Continued | <p>Alternative options for delivering the service:</p> <ul style="list-style-type: none"> ➤ WDC stand alone Contact Centre – do nothing and continue to operate a separate contact centre to deliver WDC services only ➤ Warwickshire Direct – develop joint working initiatives across the partnership where it adds value; enable advisors throughout the County to answer queries regardless of the district the caller lives in whilst operating separate stand alone contact centres ➤ Outsource – contract out elements of incoming phone calls to another service provider, for example Coventry City Council have outsourced to Capita | |

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| <p>4) Stakeholders</p> | <p>Customers – The decision to merge contact centres will ultimately be based on whether or not it is beneficial to the customers. Will greater access and an enhanced service be achieved ? For example:</p> <ul style="list-style-type: none"> ➤ More calls answered and in a timely manner ➤ More calls resolved at the first point of contact ➤ Receive accurate information across an even wider range of services <p>Service Areas – are our internal customers whose services we deliver to the community. Service area teams will need to be assured that their service won't be diminished by their calls being answered by advisors based at another local authority. For example:</p> <ul style="list-style-type: none"> ➤ Access to CSC management team ➤ Speed of response <p>The service areas will not be able to easily meet or visit the CSC if located at a different site</p> <p>ICT – will play a key role to ensure that the technology will work across sites and that this is maintained. Will need access to ICT resources and ongoing support for evolving the service</p> <p>Corporate Personnel – to review & resolve associated human resource issues</p> <p>CSC Staff Members – will be required to relocate to Shire Hall; issues & concerns need to be resolved and notice of variation of terms & conditions</p> <p>Warwickshire Direct Partnership Suppliers; Northgate / Steria, Macfarlane – provision of site licences, telecoms expertise for transfer of calls</p> <p>Members – is there a political will for this</p> | <p>Organisational Leads</p> |

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| 4) Stakeholders Continued | WCC Property – Awareness of CSC requirements, incorporate within plans to redevelop Shire Hall WCC Access Program Board Finance | |

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| 5) Assumptions | <ul style="list-style-type: none"> ➤ There is a customer demand for services ➤ Meets customers needs ➤ ICT resource will be available to work on this project ➤ Service area acceptance of the move ➤ Staff acceptance of the move – limited attrition ➤ Members & senior officers are committed to the project and maintain their support ➤ Managerial capacity to deliver project whilst still maintaining business as usual ➤ Branding & image will be clear | Organisational Leads |
| 6) Constraints | <ul style="list-style-type: none"> ➤ WDC executive committee do not agree the final business case | |

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| 7) Dependencies | <ul style="list-style-type: none"> ➤ Peak call volume season; unable to move within this period (March – May) ➤ In 2008 WDC waste management contract will change which will create a high volume of calls over a number of months; any potential move will need to be timed around this demand ➤ Completion of Northgate upgrade to version 3 ➤ Ability of ICT resource to provide integration between front and back office functions to enable service delivery from Shire Hall; ➤ Need for a phased approach | <p>Organisational Leads</p> |

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| <p>8) Costs and Funding</p> | <ul style="list-style-type: none"> ➤ Warwickshire County Council will fund the initial costs associated with technical architecture. This will be underpinned by the introduction of a Telephone Numbering Strategy to support telephone routing. ➤ Warwickshire County Council will fund any increased costs as a result of co-location or subsequent integration. ➤ Warwick District Council will fund costs associated with staff re-locating to Shire Hall. There are no additional costs incurred as a consequence of co-location or subsequent integration. ➤ Warwick District Council will contain the consequences of staffing changes within current budgets. ➤ Further development costs to be met from current budgets and agreed at Project Board level. | <p>Andrew Jones & Organisational Leads</p> |

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| 9) Benefits | <ul style="list-style-type: none"> ➤ Improved accommodation / work environment ➤ Resolves WDC space issues at Riverside House ➤ Reduced costs; only require one Northgate site licence; less property costs, larger organisation with increased purchasing power, for example; recruitment, training & mystery shop contracts and potential bulk buying discounts for items such as PC's & phones ➤ Access to more resources to improve service delivery; Higher grade of service, lower abandoned rates, lower average wait times ➤ Enhanced customer access; WCC operate longer opening hours, all enquiries handled in the same location therefore no need for customer to redial or transfer calls; increase in resolved at first point of contact ➤ Access to Qmatic resource planning software to plan rota & shift requirements ➤ Access to Macfarlane customer satisfaction module to obtain customer feedback and utilise this information to improve service delivery ➤ Make greater use of technology already purchased; delivery of joint services ➤ Improved staff terms & conditions ➤ Potentially lower attrition / sickness levels ➤ Improved customer satisfaction / mystery shop results ➤ Improved staff satisfaction survey results | <p>Organisational Leads</p> |

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| <p>10) Critical Success Factors</p> | <ul style="list-style-type: none"> ➤ A high recognition for the authorities and its access points; ➤ Equality of access for users; ➤ Significantly reduced levels of access difficulties and complaints and increased public satisfaction levels; ➤ An 80% resolution of service enquiries/request at first point of contact; ➤ A shared approach across authorities and directorates to reduce referrals; ➤ Access extended outside of normal office hours; ➤ Cost and performance in the upper quartile of public sector performance; ➤ Increased access volumes and lower response times; ➤ Reduced costs whilst delivery enhanced services; | <p>Andrew Jones & Organisational Leads</p> |

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| 11) Risks | <ul style="list-style-type: none"> ➤ Resource not available at critical times; Balancing the operational and developmental requirements of both authorities; ➤ Costs associated with project are prohibitive; ➤ Re-engineering/ development costs are prohibitive; ➤ Unsuccessful harmonisation of all posts within the new arrangement; ➤ Harmonisation of pay and conditions is unsustainable; ➤ Reduced or withdrawn political buy-in from both authorities; ➤ Accommodation plans for Shire Hall negatively impact the available space for co-location; ➤ Kings House/Shire Hall are not suitable for both authorities for delivering all/ part of the CSC; ➤ Pay review may impact on ability to retain staff within the organisation ➤ Joint technology doesn't work; unable to access stand-alone WDC systems or integrate ➤ Services within WDC centre evolve and / or expand such as new requirements, processes or legislation | <p>Andrew Jones & Organisational Leads</p> |

| Section | Key Questions | Lead |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 12) Key Milestones | <ul style="list-style-type: none"> ➤ Costs & funding secured / agreed ➤ WDC Executive Committee agree final business case ➤ Staff issues resolved ➤ ICT development completed; technology works ➤ Structural changes made (if required) ➤ Create a high level Service Level Agreement ➤ Create a Licence Agreement ➤ WDC CSC move to Shire Hall to co-locate ➤ Complete comprehensive training program ➤ Integrate services | Andrew Jones |
| 13) Exit Strategy | See Memorandum of Understanding document. | Andrew Jones |