Appendix B - Customer Service Centre Options Appraisal:

Option considered	Costs	Staffing	Issues	Benefits
1. Continue the current service arrangements with WCC	£650k recurring (excluding support service costs)	Customer Service Manager x 1 Team Leader x 2 Trainer x 1 Customer Service Advisors x 20 Planning and Information Officer x 1	• Services issues have increased during the last 24 months – please refer to Appendix A • Recruiting staff has been difficult and staff turnover is higher than the council average with staff finding other suitable employment within both councils • Customer complaints are increasing • Service area requests for improvements are not quickly actioned as WCC IT staff are required to carry them out • Struggling to create service efficiencies through integration • Service accountability is diluted by separating frontline and back-office functions across organisations	• By leaving the CSC in situ, officers would work in partnership to deliver the Digital Transformation required to improve and enable customer self-serve • The CSC is PCI DSS compliant • Offers business resilience by separating front-line service delivery from back-office functions • Provides a business continuity solution

2. Accept WCC proposal for service improvements i.e. investment in staffing and ICT development	As above plus c£100k one-off and £200k-£250k recurring	As above but with the extra cost to remove WCC "subsidy". (It is WCC's view that they are subsidising the service).	• The additional costs impact the council's medium term financial strategy requiring additional savings which may mean services cannot be delivered/ will need to be cut • The use of the Firmstep CRM system constrains WDC's freedom to develop its own Digital Transformation programmme or requires WDC to duplicate work and comes with an open-ended cost. • The proposed investment achieves WDC's minimum service requirements. However, going forward many of the issues identified in Option 1 remain; complex change control, recruitment, accountability	• By leaving the CSC in situ, officers would work in partnership to deliver the Digital Transformation required to improve and enable customer self-serve • The CSC is PCI DSS compliant • Service levels should improve
3. Return the CSC to WDC in its current	As above plus accommodation	As per option 1	• By transferring the CSC in its current form	• Improved communication (service

form	change and ICT infrastructure costs		(i.e. a centralised operation WDC would not achieve any significant savings. • A secure environment needs to be created to manage the payment calls in accordance with PCI DSS • The WDC corporate network comes within scope of PCI DSS requiring significant investment to manage and ensure security is tight • Additional ICT staff will be required to develop and manage the Firmstep CRM solution • A business continuity solution for telephony services will need developing.	ownership / accountability) between WDC and the CSC can be established, with CSC staff feeling part of WDC once more • Service improvements can be actioned more quickly
4. Return the calls to Service Areas	Based on the call statistics, it is anticipated that savings will be in the region of £170k	Customer Service Advisor roles will be returned to service areas based on the call volumes currently taken in the CSC for each area	• Former CSC staff are affected by change and the current service levels drop while the project progresses • Former CSC staff require some retraining to build a deeper understanding	• Calls are handled in service areas by the professional in that area. The recent systems thinking work has indicated that the customer is best served by the person who is knowledgeable in each

| | | | - of their new area of calls
- General business calls need to be managed via a switchboard
- Payment calls need to be managed in accordance with PCI DSS
- A business continuity solution for telephony services will need developing. | service area
- Repeat calls are diminished, therefore the overall call volumes diminish
- Service areas continue to develop digital services to reduce telephone calls, improving the business administration of that area and the service to customers
- A CRM solution is not required as all customer requests will be directed straight into the relevant software application for that area therefore these costs and any integration costs can be removed
- Initial conversations with the council's e-payment provider (Capita) confirm there are digital solutions for payment calls for which a secure environment is not required |
| 5. Outsource the service | A tender process would be required to | Outsource company will provide staffing – | - Soft market evidence indicates that the operation is too small | - Payment calls would be taken in a PCI DSS secure environment |

	establish an alternative service provider. This is a time consuming process taking up to 6 months	they may well be based anywhere so TUPE may not be appropriate	to attract interest from an external provider • Contract management required to ensure the service is delivered in accordance with the contract metrics • CSC staff are affected by change and the current service levels drop while the project progresses • CSC staff are likely to seek alternative employment in advance of any new provider starting resulting in a diminished service • General business calls need to be managed via a switchboard • The contract would be awarded on current call volumes which are anticipated to reduce as officers work to implement Digital Transformation meaning that the council could be paying too much for the service	

			• Linked to the above, unknown cost of adding or removing services. • The issues associated with service accountability would transfer to the new supplier.	