

SUBJECT	Staffing Implications of the Customer Experience Programme
REPORT OF	Cllr Isobel Darby and Cllr Nick Naylor
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WARD/S AFFECTED	N/A

1. Purpose of Report

The full business case for the Customer Experience Programme was approved by the Joint Committee on 28th June 2018. This paper concerns the staffing implications of this Programme. (For further details of other aspects of the Programme, please consult the Joint Committee papers).

RECOMMENDATIONS:

- 1. Approve the proposed Customer Service structure.**
- 2. Note the proposed restructuring methodology.**
- 3. To note that the Chief Executive has delegated authority to approve individual business cases with the proviso that fundamental changes and changes outside the budget come to the JSC for agreement.**
- 4. To note that the JSC will be kept updated on the progress of the roll out of this programme and approval sought for changes proposed that come outside the Chief Executives delegated authority.**

2. Reasons for Recommendations

This course of action is recommended in order to provide a robust, fair yet 'light touch' approach to restructuring to enable the effective implementation of the Customer Experience programme.

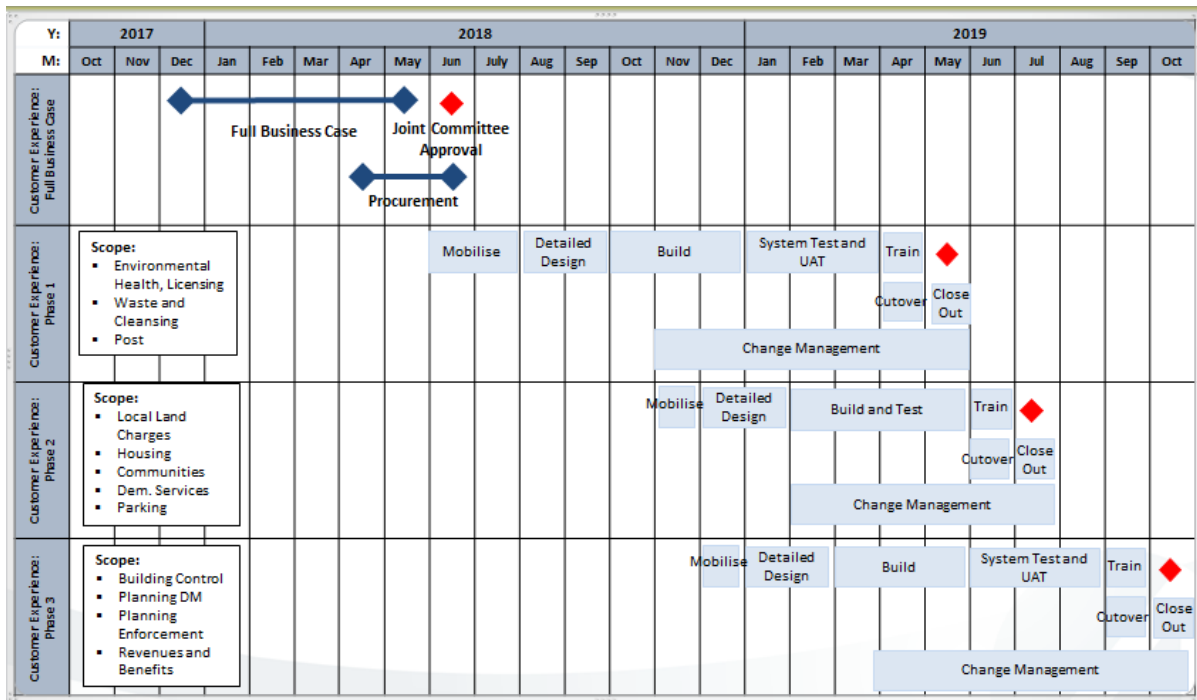
3. Content of Report

- 3.1. The Strategy is about putting the customer at the centre of what we do by means of:

Joint Staffing Committee

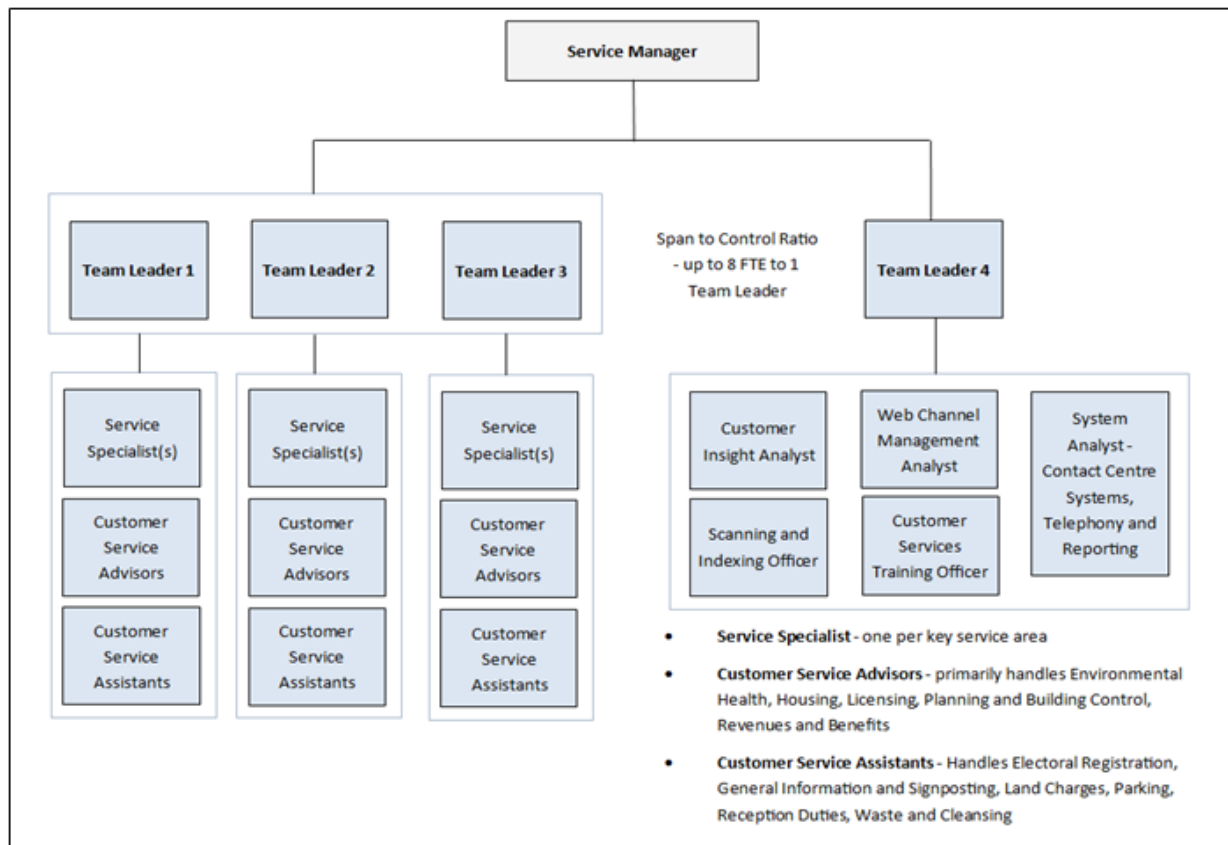
- Transformation of the organisation, moving and concentrating resource to the customer interface;
- Making best use of technology;
- Responding to changing customer expectations.

3.2. A phased approach to implementation is proposed, as follows:



3.3. Restructuring Implications for Customer Services

It is proposed that the Customer Service team will adopt the following structure:



- 3.4. The Outline Business Case and the Full Business Case identified the need for additional posts in Customer services to form the Support team. (Team 4 in the above structure). This team will be recruited to at the commencement of the programme and we will aim to recruit to this team internally. External recruitment will be pursued if this is not possible but we believe there is potentially the expertise within the Councils. The Support Team will initially manage the implementation and delivery of the programme. This means it will not be necessary to recruit or second an additional implementation team. The team will then be responsible for the administration of the Customer Services systems, analysis of data, customer insight, training and managing the website as an access channel making changes to content as applicable. The cost of the team during implementation has been included in the Full Business Case as capital costs attributed to the programme and the costs post implementation are as ongoing additional costs.
- 3.5. As we implement the Programme and move into a centralised Contact Centre it is proposed that over an 18 month period approximately 12.4 FTE will transfer from the service areas into the Contact Centre. This has been calculated to leave enough resilience within the service areas to deal with complicated case work and assist with channel shift and associated changes. This figure will be reviewed as we work through each phase and are able to analyse data to judge the impact of channel shift and the changes to the ways of working.

- 3.6. The model used works on a gradual take up of digital platforms, and aims for a 75% channel shift over five years from the commencement of the first phase in May 2019. This is accompanied by the reduction of FTE needed in the Contact Centre. The benefits through channel shift have been calculated as equivalent to £488,617.

3.7. **Restructuring Implications for Service Areas.**

Restructuring of the service areas will be phased to coincide with the centralisation process. We are mindful that we want to fill the additional Customer Service roles internally wherever possible, and that we will not be offering voluntary redundancies.

- 3.8. Functional Analysis has been undertaken within the service areas to identify and group activities undertaken. This informs the percentage of activity that could be transferred to Customer Services. This analysis has shown that customer facing activity makes up a small part of many jobs, but not a large part of very many. Consequently a simple transfer of staff to the Customer Service team will not always be feasible.
- 3.9. Therefore Management Team has agreed that all services with a customer facing role will have an amount equivalent to 6% of their salary budget transferred to the Customer Services budget. This will either be accompanied by the transfer of staff to Customer Services or a reduction in posts within the service area, depending on what is needed to deliver the service and the stage of the programme.
- 3.10. Additionally, Management Team has agreed that all services will have a Transformation Target equivalent to 3.75% of salary budget that may be achieved through headcount reduction or other efficiencies.
- 3.11. To reflect the changes brought about through centralisation and channel shift some job roles will have to be redesigned to reflect the fact that they no longer undertake certain customer facing activities. In some cases whole teams may need to be restructured. Consequently this comparatively wide-ranging restructuring activity needs to be led by Heads of Service.
- 3.12. This restructuring will not be like the Service Reviews where everyone had to apply for the roles they wanted in the new structure: wherever possible we will look to transfer or match employees directly into the new structure; if there are more employees in the pool than there are posts available then we will conduct ring-fenced interviews; if unsuccessful following a ring fenced interview an employee will be placed on the redeployment register, and we'll begin a Council-wide search for a suitable alternative role. If a role is identified they'll get a priority interview for that position. Only when this process has been exhausted will any redundancy be considered. This restructuring methodology is set out in detail in Appendix 1. By this method we will significantly reduce the possibility of redundancies.

With support from HR, Heads of Service will need to:

- Revise the job descriptions for each impacted team (potentially for the whole team)
- Review the structure of each impacted team
- Put affected staff 'at risk' of redundancy
- Develop a consultation pack
- Undertake consultations with staff – both group and individual, over a 30 day period
- Establish who can be transferred or matched into roles
- Undertake ring fenced interviews
- Recruit to any unfilled roles in the revised structure

A detailed timeline will be agreed with each Head of Service for each impacted team.

3.13. The Chief Executive has delegated authority to approve the revised team structure and job descriptions. Any fundamental changes and changes outside of budget will come to the Joint Staffing Committee for agreement.

3.14. For several months appointments to customer facing positions have been made on a temporary basis. This, in combination with normal staff turnover, will minimise the requirement for any compulsory redundancies. Therefore the business case only includes a small budget of £50,000 for redundancies.

4. Consultation

As each team is restructured, affected staff and UNISON will be consulted with for a period of at least 30 days.

5. Options

Consideration has been given to restructuring all teams simultaneously. This would maximise the range of opportunities available for affected staff. However it is very resource-intensive to facilitate and would result in some staff having to wait for over a year between being appointed to a new role and moving into that role.

6. Corporate Implications

6.1 There are no financial implications beyond those set out in the Customer Experience Programme full business case.

6.2 We will comply with all requirements of employment law when approaching any restructuring activity.

6.3 The success of this programme hinges on the successful integration of new IT systems and consequential channel shift and automation of activities.

7. Links to Council Policy Objectives

This supports the headline objective "Delivering cost-effective, customer-focused services"

8. Next Steps

The next step is to begin recruitment of the Customer Service Support team and to determine the revised job descriptions and structure of those service areas impacted by Phase 1 of the Customer Experience Programme.

Background Papers:	None.
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