



BEST VALUE ADVISORY PANEL

TUESDAY 22 MARCH 2005

7.30 PM

PANEL AGENDA (ADVISORY)

**COMMITTEE ROOM 5,
HARROW CIVIC CENTRE**

MEMBERSHIP (Quorum 3)

Chair: Councillor Idaikkadar

Councillors:

**Bluston
Burchell
Currie**

**D Ashton
Vina Mithani
Pinkus**

Reserve Members:

**1. Omar
2. Dighé
3. N Shah
4. Ray**

**1. Osborn
2. Arnold
3. Billson**

**Issued by the Democratic Services Section,
Legal Services Department**

**Contact: Victoria Bradley, Committee Administrator
Tel: 020 8424 1264 E-mail: victoria.bradley@harrow.gov.uk**

***NOTE FOR THOSE ATTENDING THE MEETING:
IF YOU WISH TO DISPOSE OF THIS AGENDA, PLEASE LEAVE IT BEHIND AFTER THE MEETING.
IT WILL BE COLLECTED FOR RECYCLING.***

HARROW COUNCIL

BEST VALUE ADVISORY PANEL

TUESDAY 22 MARCH 2005

AGENDA - PART I

1. **Appointment of Chair:**

To note the appointment of Councillor Idaikkadar as the Chair of the Best Value Advisory Panel for the remainder of the 2004/2005 Municipal Year, as agreed at the Cabinet Meeting of 16 December 2004.

2. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) after notifying the Chair at the start of the meeting.

3. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from all Members present.

4. **Appointment of Vice-Chair:**

To note the appointment of Councillor Burchell as Vice-Chair of the Panel for the remainder of the 2004/2005 Municipal Year.

5. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in the Local Government (Access to Information) Act 1985.

6. **Minutes:**

That the minutes of the meeting held on 25 November 2004, having been circulated, be taken as read and signed as a correct record.

7. **Public Questions:**

To receive questions (if any) from local residents or organisations under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).

8. **Petitions:**
To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Advisory Panel and Consultative Forum Procedure Rule 13 (Part 4E of the Constitution).
9. **Deputations:**
To receive deputations (if any) under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).
- Enc. 10. **First Contact - Progress Report:** (Pages 1 - 24)
Report of the Executive Director (Organisational Development).
- Enc. 11. **Best Value Review - Harrow's Economy:** (Pages 25 - 32)
Report of the Director of Financial and Business Strategy.
12. **Cultural Services Inspection:**
Verbal report from the Director of Learning and Community Services, following the Audit Commission inspection held on 7-11 March 2005.
13. **Any Other Business:**
Which the Chair has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II

- Enc. 14. **Best Value Review - Procurement:** (Pages 33 - 48)
Report of the Group Manager of Procurement and Community Links.

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Meeting:	Best Value Advisory Panel
Date:	22 March 2005
Subject:	First Contact - Progress Report
Responsible Officer:	Executive Director (Organisational Development)
Contact Officer:	Executive Director (Organisational Development)
Portfolio Holder:	Finance, Performance & IT
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

This report outlines the progress made with regard to the Best Value First Contact report.

The Panel is requested to note the progress made.

Reason for report

This report follows on from a progress report to the Panel on 28th April 2004 and outlines the proposed action to ensure implementation of the original Best Value Review.

Benefits

The Council is seeking to develop a One-Stop Shop and multi-channel contact centre to fundamentally improve the service provided to its customers.

The development of this approach should ensure clearly perceptible improvements in service standards e.g. calls being answered within a defined period, customers having one point of contact for multiple enquiries with the resultant increase in customer satisfaction.

Cost of Proposals

The Council is currently seeking a Business Transformation Partner to develop and implement these proposals.

Any costs will be contained within the Business Cases produced as a requirement of this partnership.

Risks

By not seeking a strategic partner the Council risks not being able to cost effectively introduce the recommendations of the Best Value Review.

Implications if recommendations rejected

Members are not advised of progress towards a key corporate objective.

Section 2: Report

Business Transformation Partnership

As part of the process of delivering “New Harrow”, the Council is undertaking a radical and comprehensive programme of organisational change. This change is dependent on delivering major business transformation projects. The Council has recognised that it cannot deliver the business transformation necessary without external assistance. To that end, the Council is seeking a potential partner to deliver both the ICT elements and the business process re-engineering and change management services associated with the business transformation.

The three major areas that the Council has identified that it wishes to pursue initially are:

- Customer Contact and Service Delivery Strategy (First Contact);
- Improved Operational Systems and Processes; and
- Management Information

Therefore the First Contact initiative will be taken forward through this Business Transformation Partnership.

Timescales

The Council has now issued the final “Invitation to Negotiate” (ITN) and there are two bidders – Capita and Fujitsu – who have to submit their proposals to the Council by 1st April 2005. (A third potential bidder, Unisys, withdrew in January 2005.) The potential contractor will be selected by 30th April 2005 with the contract awarded in June 2005.

The ITN requires that the successful bidder provides a one-stop shop facility and material and visible improvements to the services to the public within 6 months of the contract award i.e. by December 2005; a similar provision applies to the Contract Centre.

ITN

The requirements for First Contact as set out in the ITN are set out in Appendix 1.

These are summarised below and will be discussed furthering the presentation to be given to Members at the Panel’s meeting:

- Multi-channel contact centre to provide integrated seamless service
- One or more one-stop shops for a ‘drop-in’ service from the Council and strategic partners
- Application of CRM technology to achieve appropriate integration of transactions
- Change management and business process re-engineering of ‘back office’ processes
- One-stop shop in town centre or other appropriate location
- Phased introduction of services
- Multi-channel contact centre, with, again, a phased introduction of services to ensure resources not overstretched and minimise risk
- Development of locally based service access points
- Development of Kiosks

Outcomes from First Contact

The outcomes required by the Council are set out in pages 124-125 of the ITN. They stress that the objective is to fundamentally improve customer service and achieve 80% fulfilment at the first point of contact and substantially improve the general efficiency of the Council’s operations.

Consultation

As part of the First Contact Review, extensive consultation was carried out with service users, staff, trade unions and community organisations.

There has been extensive consultation with staff, trade unions and elected Members on the development of the Business Transformation Partnership. There

will be further consultation with service users once the Partner has been appointed and the proposals for First Contact are further developed.

Financial Implications

Any costs associated with this proposal will be contained within the appropriate budget for the Business Transformation Project.

Legal Implications

Continued consultation with staff and trade unions is desirable in order to demonstrate that the Council has informed and consulted with staff in the event of any organisational change and therefore complies with relevant employment law. Detailed legal advice on property, planning, employment and contractual issues (amongst others) will be provided when details of the potential contractors' proposals are provided.

Equalities Impact

The ITN for First Contact requires partners to demonstrate how their proposals will meet the needs of Harrow's diverse communities. The development of First contact will enable hard to reach groups and other disadvantaged groups within the community to access the Council's services more easily.

Section 3: Supporting Information/Background Documents

Background Documents:

First Contact Best Value Review
Report to BVAP 28.4.04

New Harrow Business Transformation Partnership
Invitation to negotiate for Business Transformation Partner.

3.3.2 First Contact

The Council conducted a Best Value review of its First Contact arrangements with the public. That review concluded that the current arrangements were fragmented, confusing and, in a significant number of areas, of a poor standard including in terms of the services offered, the technology used and the physical environment. A copy of the Best Value review report is provided at 3.3.2a and 3.3.2b in the BT data room. Information related to volumetrics is located in the BT data room ref 3.3.2.

Methodology and Approach

An operational analysis has been conducted to understand how various departments within the main directorates function.

This enabled a “snap shot” view of what happens on a day-to-day basis in regards to customer service and the processes and procedures that lie behind delivery.

Generally, we have taken the information that has been available to us, and tried to enhance qualitative feedback with quantitative data.

Our analysis should also help to identify processes that could be transferred to a Potential Partner; either because of a Potential Partner’s ability to manage and deliver or because the department has identified more administrative functions that can be changed; freeing up departmental experts to manage and resolve customer issues, and deliver improved customer service.

The review recommended the Council take radical action to achieve the necessary improvements. Since the completion of the Best Value review there have been developments in the Council in terms of the Council’s objectives and its organisational and service delivery structure. The Council is now seeking:

- A multi channel contact centre to provide customers with an integrated seamless service via telephony, web and by post
- The formation of one or more “one-stop-shop” facilities to the public on a drop in basis to provide a comprehensive set of services for the public from the Council and strategic partners;

NB – These definitions replace any definitions contained within the Best Value Review of First Contact.

- The application of CRM technology with appropriate integration to automate transactions, optimise the extent of “fulfilment” at the first point of contact and minimise the necessity for back office intervention;
- The use of kiosk technology to assist the accessibility of services as widely as possible in the Borough;

- The continuation of the Council’s e-government programme to ensure that the Council’s services are optimally accessible electronically and to conform with appropriate government targets;
- The undertaking of a change management and business process reengineering programme with the aim of ensuring that the new arrangements deliver services effectively and to realise the consequent savings through efficiencies at the point of first contact and in the back office.

Further identification of the Council’s requirements and objectives and the consequent shape of the new First Contact arrangements will continue to develop during the procurement exercise. Indeed, the Council is keen that the proposals of the successful Potential Partner make a key contribution to the design of this initiative. In the following parts of this section we set out the current view as to that which the Council considers it requires with respect to First Contact.

3.3.2.1 “One Stop Shop” Facility

The Potential Partner will be required to work with the Council to provide a One Stop Shop facility preferably located in Harrow Town Centre. It is anticipated that the redevelopment proposals for the town centre will provide the opportunity for a purpose built centrally located One Stop Shop.

However, the town centre redevelopment is in its early stages of consideration. Consequently, there will be a requirement for a high quality interim facility for a period of between five and ten years.

The Potential Partner will be required to work with the Council to:

- Locate appropriate premises, preferably in Harrow Town Centre for this facility;
- Finance and operate the high quality operation of the facility including any refurbishment and building maintenance costs;
- Implement the necessary CRM (or similar), integration and other systems to enable the facility to provide the services to achieve the standard of services, the level of fulfilment at that point of contact and the efficiencies in the front office to be achieved.
- Implement an OSS facility that provides material and visible improvements to the services to the public within 6 months of the contract award to the Potential Partner.

The Council wishes to determine through discussion with suppliers, who is best placed to take responsibility for the above issues.

3.3.2.1.1 Location

The Council has identified a potential site at Garden House on which there is currently a lease until 29 September 2007. The Council is searching for other locations and will continue to liaise with Partners on potential facilities.

However, given that Garden House may remain the only viable option in the short term, Partners are asked to:

- identify what use could be made of Garden House and whether this would require an extension on the current lease to be viable;
- if Garden House is considered to be unsuitable by the partners to identify alternative locations and options;
- identify the “ideal” facility for an OSS in terms of size, use, type of service and communications requirements.

Your bid should contain proposals for your preferred option.

3.3.2.1.2 Opening hours

The proposed opening hours for the OSS are 08:30 to 18:00 Monday to Friday with one late night to 20.00. The late night is suggested as Thursday to link in with late night shopping in Harrow. 09:30 to 16:00 on Saturdays.

3.3.2.1.3 Services provided in OSS

The Council envisages a phased introduction of services into the OSS from the civic centre and other Council locations to ensure resources are not overstretched and to minimise the operational risk of a “big bang” approach. The Council would wish to take a risk-based approach to the phasing of such services. The Council is working from the principle that all Council services can be delivered through the OSS unless there is a compelling case to not so do.

The Council will be seeking to ensure that in the phasing of services, the maximum amount of benefit is delivered in the minimum amount of time.

Partners are invited to outline their proposals as to the envisaged phasing including the timing of such phasing of services into the OSS.

In developing the service provided within the OSS . Partners must demonstrate how they would ensure that:-

- The local diverse community can access Council services via a range of user-friendly means and the needs of particular sectors of the community are met.
- That services are accessible to the disabled community
- That the OSS ensures that prompt action is taken when multiple requests fro help from individual/families groups/require an holistic intervention from the Council

- That the language needs of the community are addressed both in languages other than English and that enable effective communication with the visually impaired, deaf and hard of hearing communities, and people with learning difficulties.
- That in providing information to the community consideration is given to ITC solution that enables real time 2 way language translation/Braille capabilities/BSL recognition in video links/translation of documents into formats suitable for young people and for people with learning disabilities
- Interfaces between different systems holding information regarding the same individual to ensure change of status, e.g. change of address or death feeds through all systems regardless of where it is reported initially
- Development of information protocols with external agencies, partners and taking account of NpflT
- Verification identify of service users to ensure access to data.
- How the community will be supported to use the new facility and technology contained within it.

3.3.2.1.4 KPI's for One Stop Shop

In this iteration of the ITN the KPI's are out lined in principle, and are based around definition, measurement and targets.

The Council will wish to determine through further discussion the more detailed KPI's and the Service levels to be achieved through the OSS.

a) Service

Partners are asked for their proposals as to :-

How will you measure the number of customers assisted overall (by Directorate), and by type of enquiry within that department? e.g. if the existing Environment Enquiries desk was moved into the One Stop Shop as part of the overall offering, then how will you measure total volume of visitors to the One Stop Shop, total number of visitors with an environmental enquiry, total number of enquiries about recycling? How will you track and measure the resolution of enquiries?

b) Satisfaction

How will you demonstrate that the customer (internal – Harrow Council, Councillors - and external – service users) are happy with that service and resolution?

c) Awareness

How can you demonstrate that customers know there are other channels of access?

d) Vision

How would you demonstrate increased use of other channels and other locations?

e) Productivity and performance

How will you measure 'your' staff's productivity and performance?

f) Turnover

In what way will you measure retention and attrition rates of 'your' staff?

g) Training

How can you demonstrate that training of staff has been delivered satisfactorily and development is on going? What measurements for this will be in place?

h) Knowledge Transfer

In what way will you demonstrate that 'your' staff's knowledge is increasing and the service is becoming more efficient?

i) Employee Relations

How can you demonstrate the working environment promotes equality of opportunity and that the work force is fully representative of Harrow's diverse communities?

How will you work with Harrow' trade Unions to ensure that an effective employee relations climate is sustained?

j) Finance

In terms of budget how will you demonstrate that you are on target?

k) Costing Model

Please outline what costing model you will be using and how accurate it has been set against a live, One Stop Shop environment

l) IT

How will you measure your CRM platforms performance and grade of service?

In what ways will you demonstrate the CRM solution will fulfil the needs of the project?

3.3.2.1.5 Deliverables

The below are the deliverables and areas of awareness that Harrow Council needs to take into consideration in choosing the correct Potential Partner. The KPI's above will compliment the full service delivery.

a) Staffing

The Council at this stage does not – as set out earlier in the ITN- envisage staff transferring to the Potential Partner under Tupe or other arrangements.

Partners are invited to outline their model for the operation of the OSS with Management of the facility being provided by the Potential Partner and the staff being employed by the Council.

If the Potential Partner does not prefer this method of staffing and managing the OSS they are invited to outline their alternative proposals .

b) Forecasting

What methodology would you use for efficient resource management in forecasting and schedule staff needed to footfall expected, set against opening times and employee terms and conditions?

c) Recruitment and Retention

Please outline your recruitment approach, methodology and process, whether a Harrow staff (internal approach) or outsourced (external approach) staffing solution, or a hybrid of the two approaches.

Please outline what your approach would be in terms of HR policy, grading levels, terms and conditions, interaction with Unison, Change Management, and Transfer of employment?

Please describe your approach to retention. What are your current levels of annual retention, daily attrition and natural wastage, within a comparable contact centre that you manage? How is this calculated and managed?

d) Training

Please describe your training and development strategy including your new starter induction and training, on going coaching and team leader / specialist function training; also indicating timeframes. Please provide an example of standard training documents for the above. What recognised accreditation do your trainers have?

e) Operations process and procedures.

Please provide an operational structure, roles and responsibilities overview (frontline, supervisors, frontline management). Please can you give an

example of how you provide excellent customer service in a diverse range of social values, abilities, languages and cultures?

What provision will you make in terms of kiosk and cashier management? What will be your auditing process and how will that be transparent for the client (Harrow). How will you manage and secure transactions? What provision for Insurance will be provided? How do you measure legitimate / fraudulent payments?

f) Work environment and culture

Please give an example of an effective One Stop Shop working environment run by you. In what ways do you try to replicate / improve a specific client's culture? Please give examples. How would you describe your company's culture? Is this mirrored across all your sites? How is this measured and benchmarked?

g) Motivation, reward and recognition

What is the method you will adopt for motivating, rewarding and recognising the staff's achievements? How is this measured and benchmarked?

h) Quality assurance

Please provide details of your QA policy, process and procedure, and what function is responsible for this procedure? Please state any external certification sought or awarded.

i) Client Management Process

Please describe your account management process including roles and responsibilities at all levels, SLA management, reporting and communication, escalation process and complaint handling.
Please describe your approach in defining and delivering the required service. What resources do you have in place to undertake this work? Are these your employees or associates?

j) Ownership and delivery

Please describe your method for delivering a project, including time frames, project ownership and approach, including your approach to testing.

k) IT capability

Technology infrastructure. Please provide your technology infrastructure, including your proposed CRM solution, Kiosk and financial authentication applications, hardware platform, software, switch and associated technologies (CTI, Data warehousing, call recording, ACD, and resource management and performance management tools).

In addition the service solution must support Voice in and out, E-mail, Web forms and internet generated inquiries, paper correspondence handling (to be digitised), as well as a fulfilment function

l) Voice Handling

Voice solution must support CTI, IVR, Messaging, Skill based routing, full conversation recording and archiving and MIS

m) E-mail Handling

The E mail solution must support auto response handling, 'parsing' and prioritisation, skill based routing, suggested responses, push page, contact chaining, sms broad casting capability and MIS reporting

n) Paper Correspondence Handling

Paper handling solution must be capable of managing and digitising inbound correspondence for timely handling by agents. Please describe capability for generating outbound responses for undertaking fulfilment in general

o) Contact Handling Tools, Scripting Capability

The scripting solution must be capable of guiding agents to standard responses relevant to specific service features, or support issues. The scripting solution must also be capable of directing workflow and driving correct categorisation across each channel

p) Knowledge Base

The solution must encompass a knowledge base to act as a central repository of customer support information ' forms and templates' , product and service details terms and conditions, promotions and offers. Please describe in overview your knowledge management processes.

q) Categorisation

The solution must be capable of categorisation of contacts accurately by service and reason for contact. Supply in channel time and date stamp, queue, routing, escalation and agent handling details.

r) End to End Solution Integration

Work flow management - please demonstrate by example your capability to support an end-to-end business process, customer service or fault management (ticket management)

How have you integrated support with existing clients back office functions. What is your approach to customer confidentiality and access to sensitive information? Do you have differing security levels through out the different / all the end-to-end processes?

s) Customer Details and Contact History Management

The service solution must be capable of storing basic customer details for CTI and customer validation purposes and a full customer contact history for all channels. Please provide an example of customer contact history.

t) Management Control and Service Reporting - Real Time Monitoring and Intervention

The solution must encompass real time management tools to support SLA and Crisis Management. This should include solutions for queue monitoring and resource management

u) Service Reporting

Please provide examples of service provision metrics covering all channels supported.

v) Application Platform and Integration Tool Set

Please describe your applications architecture – current and proposed - including front line staff management / handling tools, customer data management capability, reporting and MI tool sets. What capability do you have to integrate your systems with clients web based applications / existing Council application?

Please give examples of your transition methodology in regard to making your applications architecture or 'middleware' dovetail with clients 'legacy' systems.

w) IT Operations

Please provide an overview of your security, configuration management and Disaster Recovery processes. What is your current availability for 'telecoms connectivity' per 'application'?

What financial IT applications will you be providing?

What would be your strategy addressing the issues around the Freedom of Information Act 2005?

x) Services for Elected Members

Elected members have indicated that they would wish to utilise the OSS to enhance their constituency role for example using the OSS for Member surgeries. Partners are invited to outline their proposals as to how they envisage the OSS assisting in this area.

3.3.2.2 Contact Centre

The Council wishes the Potential Partner to provide Multi Channel Contact Centre facilities. The Multi Channel Contact Centre will deal with all calls received by the Council other than those directed at specific officers of the

Council through direct dial numbers and with web and postal enquiries. The Potential Partner will work with the Council to:

- Provide the Multi Channel Contact Centre premises;
- Provide the telephony (in accordance with the Council's telephony standards) and CRM (or similar) systems;
- Develop electronically accessible web based services;
- Ensure that the centre is adequately resourced, and that all enquiries are handled within the specified targets. Provide sufficient staff to handle enquiries within the targets set;
- Undertake the necessary training of staff to enable them to perform the functions to a high standard; and
- Manage, provide and maintain the services over the period of the partnership.

The Council wishes to determine through discussion with Partners, who is best placed to take responsibility for the above issues.

The Council is open minded as to the means of provision of Multi Channel Contact Centre facilities. It appreciates that there are potential advantages to external provision and location of some or all of the Multi Channel Contact Centre activities. The Council's preference at this stage is for the contact centre to be located within Harrow and as indicated earlier it does not envisage at this stage that any staff will be transferred to the Potential Partner. The Council would wish to explore the management of and operation of the contact centre being provided by the Potential Partner and the staff remaining as Harrow employees.

In exploring their proposals Partners may wish to take account of :-

- Accessing existing facilities in the private sector or currently being operated by another public body
- Recognise the benefits of partnering with other public sector bodies enable the more rapid implementation contact centre facilities
- Utilising the development of the contact centre to develop employment opportunities within the borough

The Council is also aware that there are significant potential benefits attached to the integration of Multi Channel Contact Centre and "one stop shop" activities in one location in the Borough. It is also open to proposals that are predicated on a combination of more than one of the above options in order to optimise Multi Channel Contact Centre provision.

The Council sees an effective Multi Channel Contact Centre as a core part of improved services to the public. It is conscious that the time period associated with this procurement and the subsequent implementation of the

selected option is potentially considerable. Consequently, the Council is keen to develop proposals with potential partners that enable early implementation of Multi Channel Contact Centre facilities, even if the solution is an interim one. Implementation of Multi Channel Contact Centre facilities that provide material and visible improvements to the services to the public within six months of the contract award to the Potential Partner are essential. The Council has no fixed views as to how this should be achieved.

Irrespective of the above, there are certain service areas that the Council considers would be better provided by Council officers, in particular certain professional and sensitive areas. It is likely that the Council will wish these staff to remain in the Council's employ, whatever decision may be made with regard to the employment of the remaining staff.

3.3.2.2.1 Opening Hours

The proposed opening hours are 08:00 – 20:00 Monday to Friday and 09:00 – 17:00 on Saturdays. Sunday – emergency only.

The Potential Partner is invited to submit their proposal for out of hours calls and emergencies.

3.3.2.2.2 Services

The Council envisages a phased introduction of services into the Contact Centre from the civic centre and other Council locations to ensure that resources are not overstretched and to minimise the operational risk of a “big bang” approach. The Council would wish to take a risk-based approach to the phasing of such services. The Council is working from the principle that all Council services can be delivered through the Contact Centre unless there is a compelling case to not so do. The Council will be seeking to ensure that with the phasing of services that the maximum amount of benefit is delivered in the minimum amount of time.

Partners are invited to outline their proposals as to the envisaged phasing including the timing of such phasing of services into the Contact Centre

In developing the service provided within the Contact Centre . Partners must demonstrate how they would ensure that:

- The local diverse community can access Council services via a range of user-friendly means and the needs of particular sectors of the community are met.
- That services are accessible to the disabled community
- That the contact centre ensures that prompt action is taken when multiple requests of help from individual/families groups/ require an holistic intervention from the Council
- That the language needs of the community are addressed both in languages other than English and that enable effective communication

with the visually impaired, deaf and hard of hearing communities, and people with learning difficulties.

- That in providing information to the community consideration is given to ITC solution that enables real time 2 way language translation/ BSL recognition in video links/translation of documents into formats suitable for young people e.g. sms texting and for people with leaning disabilities
- Interfaces between different systems holding information regarding the same individual to ensure change of status e.g. change of address or death feeds through all systems regardless of where it is reported initially
- Development of information protocols with external agencies, partners and taking account of NpflT
- Verification identify of service users to ensure access to data.
- How the community will be supported to use the new facility and technology contained within it.
- How elected members can utilise the Contact Centre facilities to enable effective fulfilment of their constituency role

3.3.2.2.3 KPI's – Multi Channel Contact Centre

In this iteration of the ITN the KPI's are out lined in principle, and are based around definition, measurement and targets.

The Council will wish to determine through further discussion the more detailed KPI's and the Service levels to be achieved through the contact centre.

a) Service

How will you measure the number of customers assisted overall (by Directorate), and by type of enquiry within that department? How will you track and measure the resolution of enquiries?

b) Satisfaction

How will you demonstrate that the customer (internal – Harrow Council, Councillors - and external – constituents) are happy with that service and resolution? How will you demonstrate this? How will you measure and benchmark it?

c) Awareness

How can you demonstrate that constituents know there are other channels of access?

d) Vision

How can you demonstrate increased use of other channels?

e) Productivity and performance

How will you measure 'your' staff's productivity and performance?

f) Turnover

In what way will you measure retention and attrition of 'your' staff?

g) Training

How can you demonstrate that training of staff has been delivered satisfactorily and development is on going? What measurements for this will be in place?

h) Knowledge Transfer

In what way will you demonstrate, (measure and benchmark) that 'your' staff's knowledge is increasing and the service is becoming more efficient?

i) Employee Relations

How can you demonstrate the working environment promotes equality of opportunity and that the work force is fully representative of Harrow's diverse communities?

How will you work with Harrow' trade Unions to ensure that an effective employee relations climate is sustained?

j) Finance

In terms of budget how will you demonstrate that you are on target?

What provision will you make in terms 'virtual' cashier management? What will be your auditing process and how will that be transparent for the client (Harrow). How will you manage and secure transactions. What provision for Insurance will be provided? How do you measure legitimate / fraudulent payments?

k) Costing model

Please outline what costing model you will be using and how accurate it is set against a live, Contact Centre environment

l) Information Technology

How will you measure your CRM platforms performance and grade of service?

In what ways will you demonstrate the CRM solution is fulfilling the needs of the project e.g. multi channel configuration, data storage and retrieval,

The below are the deliverables and areas of awareness that Harrow Council needs to take into consideration in choosing the correct Potential Partner. The KPI's above will support the full service delivery.

3.3.2.2.4 Deliverables

The below are the deliverables and areas of awareness that Harrow Council needs to take into consideration in choosing the correct Potential Partner. The KPI's above will support the full service delivery.

a) Staffing

Forecasting

What methodology would you use for efficient resource management in forecasting and schedule staff needed to volumes expected, set against opening times and employee terms and conditions?

Recruitment and Retention

Please outline your recruitment approach, methodology and process, whether a Harrow staff (internal approach) or outsourced (external approach) staffing solution.

Please outline what your approach would be in terms of HR policy, grading levels, terms and conditions, interaction with Unison, Change Management, and Transfer of employment.

Please describe your approach to retention. What are your current levels of annual retention, daily attrition and natural wastage? How is this calculated and managed?

Training

Please describe your training and development strategy including your new starter induction and training, on going coaching and team leader / specialist function training, also indicating timeframes.

Please provide an example of standard training documents for the above. What recognised accreditation do your trainers have?

b) Operations Process and Procedures

- Please provide an operational structure, roles and responsibilities overview – management and specialist functions.
- Please can you give an example of how you provide excellent customer service in a diverse range of social values, abilities, languages and cultures?
- What is your numbering strategy?

- How will you communicate this strategy and the numbering policy to the internal and external clients?
- How will you measure (and benchmark) that this is an effective strategy?
- For exceptional circumstance e.g. emergency and disasters, what will be your overflow strategy?

c) Work Environment and Culture

Please give an example of a typical Contact Centre working environment? In what ways do you try to replicate / improve a specific client's culture? Please give examples.

How would you describe your company's culture? Is this mirrored in Contact Centre all your sites? How is this measured and benchmarked?

d) Motivation, Reward and Recognition

What is the method you will adopt for motivating, rewarding and recognising your staff's achievements? How is this measured and benchmarked?

e) Quality Assurance

Please provide details of your QA policy, process and procedure, and what function is responsible for this procedure? Please state any external certification sought or awarded.

f) Client Management Process

Please describe your account management process including roles and responsibilities at all levels, SLA management, reporting and communication, escalation process and complaint handling.

Please describe your approach in defining and delivering the required service. What resources do you have in place to undertake this work?

g) Ownership and delivery

Please describe your method for delivering a project, including time frames, project ownership and approach, including your approach to testing.

h) Information Technology Capability

Technology infrastructure. Please provide your technology infrastructure, including your proposed CRM solution, virtual or real kiosk and financial authentication applications, hardware platform, software, switch and associated technologies (CTI, Data warehousing, call recording, ACD, and resource management and performance management tools).

In addition the service solution must support Voice in and out, E-mail, Web forms and internet generated inquiries
Paper correspondence handling (to be digitised), and fulfilment.

i) Voice Handling

Voice solution must support CTI, IVR, Messaging, Skill based routing, full contact recording and archiving and MIS

j) E-mail Handling

The E mail solution must support auto response / auto suggest handling, 'parsing' and prioritisation, skill based routing, suggested responses, push page, contact chaining, sms broad casting capability and MIS reporting

k) Paper Correspondence Handling

Paper handling solution must be capable of managing and digitising inbound correspondence for timely handling by agents. Please describe capability for generating outbound responses for undertaking fulfilment in general

l) Contact Handling Tools, Scripting Capability

The scripting solution must be capable of guiding agents to standard responses relevant to specific service features, or support issues. The scripting solution must also be capable of directing workflow and driving correct categorisation for each contact channel.

m) Knowledge Base

The solution must encompass a knowledge base to act as a central repository of customer support information ' forms and templates' , product and service details terms and conditions, promotions and offers. Please describe in overview your knowledge management processes.

n) Categorisation

The solution must be capable of categorisation of contacts accurately by service and reason for contact. Supply in channel time and date stamp, queue, routing, escalation and agent handling details.

o) End to End Solution Integration

Work flow management - please demonstrate by example your capability to support an end-to-end business process, customer service or fault management (ticket management). How have you integrated support, with existing clients back office functions?

What is your approach to customer confidentiality and access to sensitive information? Do you have differing security levels through out the different / all the end-to-end processes?

p) Customer Details and Contact History Management

The service solution must be capable of storing basic customer details for CTI and customer validation purposes and a full customer contact history for all channels. Please provide an example of customer contact history.

q) Management Control and Service Reporting - Real Time Monitoring and Intervention

The solution must encompass real time management tools to support SLA and Crisis Management. This should include solutions for queue monitoring and resource management

r) Service Reporting

Please provide examples of service provision metrics covering all channels supported.

s) Current Client Implementations

Please provide an overview of you key client base, and the types of service supported. Are any of these services likely to pose a conflict of interest?

t) Application Platform and Integration Tool Set

Please describe your applications architecture – currant and proposed - including agent handing tools, customer data management capability, reporting and MI tool sets. What capability do you have to integrate your systems with clients web based applications?

Please give examples of your transition methodology in regard to making your applications architecture or 'middleware' dovetail with clients 'legacy' systems.

u) IT Operations

Please provide an overview of your security, configuration management and Disaster Recovery processes. What is your current availability for 'telecoms connectivity' per 'application'?

What financial IT applications will you provide? What would be your strategy addressing the issues around the Freedom of Information Act 2005?

3.3.2.3 Service Access Points

In addition to the one-stop shop the Council intends to implement locally based service centres using locations identified as being most suitable for the New Harrow project areas. These centres shall:

- Provide services using generic enquiry staff located at each centre enabling the majority of transactions undertaken at the central “one-stop shop” to be provided;
- Provide access to specified staff in the “one stop shop” (and potentially elsewhere in the Council) by video link;
- Provide the capability for “by appointment” sessions with specified staff at the service centres (for instance a planner being available each Tuesday afternoon by appointment).

The Council will employ the staff at the service centres. The most appropriate locations/sites for each of the service centres have not yet been identified. A pragmatic approach will be taken to the location of the service centres, some of which may be located in existing Council premises.

3.3.2.4 Kiosks

Kiosks provide a means by which a range of services can be provided in locations throughout the Borough not covered by the one-stop-shop or service centres or at times when they are closed. The Council wishes to introduce such kiosks as a means of providing:

- Transactional services such as:
 - o Bill payments;
 - o Leisure facility bookings;
 - o Library lending extensions;
- Information on the Council and its partners’ services;
- Transport information; and
- Email access to Council services.

We are aware that often these facilities are fully or part funded by additionally providing access to complementary commercial services (e.g. cinema bookings). The Council is receptive to such approaches and will welcome proposals to that end.

The Potential Partner may be required to procure and manage or arrange for the management of these facilities. This provision shall include all aspects of the ICT required to provide the services through the kiosks including communications and the required interfaces with the Council’s systems.

3.3.2.5 First Contact Outcomes

The primary objective of developing an OSS and multi channel contact centre is to fundamentally improve customer service. This project should result in immediate and clearly perceptible improvements in service standards, for instance:

- calls will be answered within an acceptable defined period;
- the customer will only have to call the contact centre (rather than knowing the right number or being routed via the switchboard);
- callers/visitors will always get through to someone who can help resolve their enquiries, where this is not the case, ensure the enquiry is resolved. That is the staff will own the end to end delivery of the service requested, including trading, feedback and follow up;
- ensuring that at risk callers/visitors are directly referred to appropriate staff;
- the contact centre and OSS staff will be able to arrange a visit/appointment without the need to pass the caller/visitor on;
- multiple queries will be answered in one call/visit, for instance, a caller will be able to notify of a change of address and as a result have their Council Tax/Housing Benefit records updated, be issued a new residents parking permit and be advised about local education and leisure services.
- responses will not be dependent upon the staff member's individual knowledge and will be supported by CRM solutions.

However the Council expects that the First Contact project will revolutionise not only the way it deals with customers, but also the way the Council works and is organised. First Contact should enable the Council to further improve service delivery through:

- capturing and analysing customer transaction data, building up a comprehensive set of up to date and accurate information on how well existing services match community demands. This will provide information to the MIS systems.
- tracking individual transactions over time, enabling the development of choice and personalisation in the delivery of services.
- using CRM and other data capture software to provide a much more detailed knowledge of operational blackspots, customer service standards and internal best practice. Using this data the Council will be able to make more informed judgements about where to allocate resources and focus remedial action to enhance performance.

First Contact will increase public satisfaction in Harrow's services through:

- the achievement of at least 80% fulfilment at the first point of contact;

- customer satisfaction rates of at least 90%;
- the delivery of services effectively through the channels individual service users wish to use;
- supporting the development of area based services.

First Contact will also improve the efficiency of the Council's operations through:

- reductions in transaction times and staff effort;
- a shift over time from one channel to another e.g. from face to face to telephony to web based services;
- reductions in unnecessary administration and hand offs between departments;
- faster, more accurate handling of customers contacts, with fewer complaints and less duplication;
- ensuring the best use of Harrow's existing property portfolio;
- the achievement and realisation of optimal savings from the Council's processes including both "back" and "front" office operations (the First Contact Best Value Review identified potential savings of at least £3 million per annum);
- enabling elected members to manage their caseload through the CPM;
- enable facilities in the OSS to be utilised for member surgeries;
- free specialist staff from routine enquiries and redesign ideas within the Council to enable the development of new skill sets;
- economies of scale, as services are restructured to take account of new processes.

There may be other areas or ways in which First Contact can be improved which are not contained in the above list of requirements. The Council encourages potential partners to submit their ideas around further improvements as part of their responses to the ITN.



Meeting:	Best Value Advisory Panel
Date:	March 05
Subject:	Best Value Review – Harrow’s Economy
Responsible Officer:	Director of Financial and Business Strategy
Contact Officer:	As above
Portfolio Holder:	
Key Decision:	No
Status:	Part 1

Section 1: Summary

Decision Required

To approve the scoping document for the Best Value Review on Harrow’s Economy

Reason for report

To ensure that the Best Value review has clear objectives from the start and that there is a plan in place to conduct the review.

Benefits

The Best Value Review will ensure that Harrow’s relationship with business develops in an effective way.

Cost of Proposals

There are no direct costs arising from the review itself. However, the proposed mapping exercise will have a cost.

Risks

No major risks associated with the decision.

Implications if recommendations rejected

The Best Value Review will either not go ahead or will proceed but without the support of the Panel.

Section 2: Report

2.1 Brief History

The Panel agreed to include a review of Harrow's Economy in the Best Value programme for 2004/05.

2.2 Options considered

The scoping document attached at Appendix A has been developed by a team of officers to ensure that it covers a range of issues and interests.

2.3 Consultation

Consultation with business and engagement with other authorities will be a core part of the review.

2.4 Financial Implications

The mapping exercise will have a cost – this has not been quantified so far. However it is anticipated that the cost will be met from the existing economic development budget.

2.5 Legal Implications

The requirement to carry out a Best Value Review can be found in Section 5 of the Local Government Act 1999.

In terms of the remit of the Review itself, further legal advice may be required to consider Review outcomes.

2.6 Equalities Impact

It is vital that Harrow engages with small and local businesses as well as large firms and that the Council builds relationships with a range of representative bodies.

Section 3: Supporting Information/Background Documents

Appendices

List information that is on deposit in Group Offices, can be viewed on the web and will be available for inspection at the meeting:

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APPENDIX A
BEST VALUE SCOPING PAPER
HARROW'S ECONOMY

OBJECTIVES:

1. The objectives of the review are to:
 - Carry out a business mapping research project
 - define the council's role in relation to the business community
 - draw up a detailed action plan for engaging with business over the next 2-3 years
 - build relationships with key representative groups in the business sector
 - review the council's relationship with Harrow in Business
 - develop the new business portal
 - plan the route for establishing the Single Business Account which is an ODPM target
 - consider the impact of tourism in Harrow on business activity

BACKGROUND:

2. At present there are three parts of the organisation involved in business activity.
 - i] The Director of Strategy in Urban Living is responsible for economic development, regeneration and capacity building. This includes management of the council's "incubator" for new businesses, next step premises, social enterprise, and a web based facility which provides information on funding opportunities for business.
 - ii] The Director of Financial and Business Strategy is responsible for procurement and community links (business and voluntary sector). This covers contact with businesses on an individual basis and includes the development of the new business portal.
 - iii] The communications team produce an electronic newsletter for businesses on a regular basis.
3. Representatives from all these areas have been meeting regularly to start to co-ordinate activity.
4. Earlier this year a firm of consultants, Agilisys, were commissioned to conduct a review of business engagement. They identified five key areas of activity:
 - internet

- physical support (eg. Incubators)
 - communication
 - policy development and consultation
 - single point of contact
5. Following the review, work began in the first area (internet) to develop a business portal. A tender was conducted and a contract awarded to Hedra/Agilisys to develop the portal in partnership with the Council's website supplier, Run Time collective.
 6. The portal will provide:
 - an e-directory
 - e-tendering facilities
 - a discussion forum
 - general information about council services which are of interest to business (eg. Economic development and regeneration, planning, business rates, waste collection)
 - links to representative bodies such as HIB
 - a link to the existing funding opportunities package
 7. The portal will be established in a way that will enable new modules to be added over time.
 8. The best value review will build on the initial work conducted by Agilisys.

SCOPE:

9. The review will be fairly wide ranging, covering all existing areas of activity with business and some of the initial work on tourism. The review will also reflect the role of the West London Alliance which has developed an economic development strategy and the emerging Local Development Plan.

ACTIVITIES:

10. The main activities will include:
 - A mapping exercise to gather data about the business community.
 - Consultation with the business community, specifically in relation to the portal and more generally.
 - Meetings with business representatives such as HIB, Chamber of Commerce, Business Connection, Asian Business Initiative etc.
 - A review of government requirements and guidance in this area
 - Visits to other Local Authorities to compare their economic development and business engagement functions with Harrow.

- Benchmarking on inward investment
- A review of social enterprise and social firms support
- Development of an Action Plan.
- Launch of new business portal.

11. The mapping exercise will both collect useful data about Harrow's business community and provide some core data for the e-directory on the portal.

12. The development of the action plan should identify any possible areas of tension between business needs and residential needs.

PROJECT TEAM:

10. The project will be led jointly by the Director of Strategy, Urban Living and the Director of Financial and Business Strategy. The team will include representatives of the regeneration, procurement and communications teams. The Head of Communications will lead on the tourism aspects.

TIMETABLE:

11. The proposed outline timetable is as follows:

Data gathering	Apr 05 – Jun 05
Consultation	Apr 05 – Jun 05
Portal Launch	Mar 05
Interim Report	May/ Jun 05
Development of Action Plan	Jun 05
Final Report	Sept 05

COST:

12. Funding will be required for the survey activity. This cost will be met from the existing regeneration budget.

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