

Report of: The Director of Resources and the Assistant Chief Executive (Customer Access and Performance)

Report to: Executive Board

Date: 2nd November 2011

Subject: Changing the Workplace – Development of the City Centre One Stop Design and Cost Report (phase 1)

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s):	City and Hunslet	
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

- 1 At the meeting of 25th August 2010 Members of the Executive Board approved recommendations to progress the Changing the Workplace programme including the provision of a single integrated customer one stop centre in the city centre. Since that time the Customer Access Strategy 2011-2015 has been in development and is currently in the process of being finalised. This strategy is about understanding our customers and designing our services around their needs. The work to deliver the city centre one stop is progressing in line with this proposed strategy.
- 2 This report demonstrates the early benefits of developing phase 1 of the integrated city one stop in an interim facility at 2 Great George Street and seeks authority to spend to deliver phase 1 of the programme. Face to face services are currently spread across several locations in the city centre. The proposal will bring together a number of customer facing services into one location in 2 Great George Street. This consolidation will provide a more joined up customer service including delivery of the 'Tell us once' initiative. It will also create business efficiencies through streamlining services and provide opportunities for customers to use self service options should they so wish.
- 3 Phase 2 of the programme, which will be progressed in 4-5 years time, will be to relocate the integrated facility into a fully refurbished fit for purpose consolidated city centre office solution. By streamlining services and moving customers to other ways of accessing services now, there will be the added benefit of reducing the space

requirement for the one stop in phase 2. Proposals regarding the broader city centre office accommodation proposal will be brought for consideration to the April 2012 Executive. Phase 2 will also provide wider opportunities to work with other partners.

- 4 A customer focus group of Leeds residents took place on 9th June 2011 at the City Museum: the residents offered their views on how well the council is delivering services to customers and citizens. As part of the session the group were asked for their views on the proposals for the integrated city one stop and the proposed improvements to service delivery. There was full support for the proposed facility. Service consultation with lead officers across the council has also taken place in respect of the integrated model and design of the facility.
- 5 The financial implications are included in this report together with the recommendation to progress with the required investment to support delivery of phase 1. The majority of the technology and furniture products will be transferred to the new facility being progressed as phase 2. The refurbishment work will address the internal essential maintenance issues in the current customer services facility at 2 Great George Street. Service efficiencies have been identified as part of phase 1 with further improvements and efficiencies anticipated beyond this as phase 1 develops and phase 2 of the one stop is established.
- 6 On 27th July 2011, Executive Board approved injection of the full capital budget for the Changing the Workplace Programme for 2011/12 including the capital required for phase 1 of the integrated city centre one stop project.

Recommendations

Executive Board is recommended to approve expenditure of £1,027,000 to deliver phase 1 of the integrated city centre one stop at 2 Great George Street as detailed in this report.

1 Purpose of this report

- 1.1 To update Members on proposals to improve and modernise customer services delivered by Leeds City Council in the city centre through the delivery of a single integrated one stop in the city centre.
- 1.2 The report seeks approval to spend £1,027,000 for delivery of this project.

2 Background information

- 2.1 At the meeting of 25th August 2010 Members of the Executive Board approved the recommendations to progress the Changing the Workplace Programme including the provision of a single integrated one stop in the city centre.
- 2.2 Work on developing a Customer Access Strategy 2011-2015 is currently underway. This project is in line with the draft strategy and contributes to the stated outcomes for customers which are:

Outcome 1: All Citizens have fair and equal access to services

Outcome 2: Customers have greater control over the services they receive and how they access them

Outcome 3: Customers influence the design & delivery of the services available to them

Outcome 4: Wherever possible, customer needs will be resolved at the first point of contact

Outcome 5: Customer satisfaction drives service improvement

3 Main issues

3.1 Overarching issues

- 3.1.1 The proposals in this report relate to the deliveries of an integrated city centre one stop as part of the broader Changing the Workplace programme. Phase 1 will enable work to progress to integrate a range of city centre face to face services, delivering redesigned, streamlined and improved services for customers. This work will also support the move to provide other ways of customers accessing services such as through self service options.
- 3.1.2 Phase 1 will deliver the essential investment required to deliver the interim integrated city centre one stop at 2 Great George Street. This includes the necessary investment in technology to support the future integrated one stop service and technology required to support moving customers, where they so wish, to more effective and efficient ways of accessing services. The investment required will also address existing essential building maintenance issues at 2 Great George Street together with funding to provide a fit for purpose facility for customers. A significant

element of the overall investment required is transferable to phase 2 as part of the new city centre office accommodation proposals.

3.2 Service related issues

3.2.1 The following services are currently being provided from 2 Great George Street:

- One Stop Centre Service, currently handling enquiries on the following:
 - Benefits (Housing benefit, council tax benefit, free school meals and school clothing vouchers)
 - Council tax (bills, discounts, business rates, and how to pay)
 - Housing (repairs, rent accounts, applying for a council house, neighbour problems or any housing enquiries)
 - Environmental and StreetScene enquiries
 - Welfare Rights (help and advice with welfare benefits and rights)
 - Adult Social Care (services for older people, disabled people, etc.)
 - Children's Services (help and advice for children and families)
 - Hate incident reporting
 - Car parking services
 - Energy advice (energy advice during the winter)
- Leeds Card (discounts and special offers on a wide range of council services, attractions, restaurants and theatres, etc.)
- Housing Options (from a dedicated facility on the first floor)
- Leeds City Credit Union
- The Job shop (advice and help in filling in searching and applying for jobs).

3.2.2 The following services are currently provided in Merrion House and are in the process of being transferred into customer services at 2 Great George Street. Very few customers still present for these services at Merrion House:

- Children's Services – Childcare, general Children's Services enquiries
- Adult Social Care – general social care enquiries
- Environment & Neighbourhoods – General housing and environmental enquiries

3.2.3 Other services are spread across differing locations in the city centre, and across all available access channels. These include:

- City Development (development and planning enquiries)
- Registrar Service – births, deaths, marriages, nationality checking etc.
- Legal, Licensing and Regulatory – Licensing (Entertainment Licenses, etc.).
- Legal, Licensing and Regulatory - Elections Services
- Education Leeds – School admissions and appeals, education related enquiries

3.2.4 The above services are being comprehensively reviewed. The priority of integration is being based on the broader requirements of the Changing the Workplace programme, customer access requirements, business benefits to be delivered and service readiness. Constraints of the building at 2 Great George Street are being taken into account with designs drawn up to optimise the space available. Where there are valid reasons to delay integration of any of the above services, this will be

agreed with the relevant stakeholders. Any conflict would be resolved through the current governance arrangements for the programme.

- 3.2.5 This project will enable the Council to effectively deliver 'Tell us once'. This is a major initiative being led by the Department of Works and Pensions on behalf of central government, to transform the way in which people can tell government (central and local) about changes to their circumstances. Integrating this service into one location would result in the removal of the identified budget pressure of £100,000 for four additional staff needed to provide the 'Tell us once' service from two separate split locations (currently 2 Great George Street and the Town Hall). It is, therefore, imperative for Registrars to be part of the integrated solution in order to deliver the 'Tell us once' initiative in the most effective and efficient manner.
- 3.2.6 Through integrating existing customer service operations an additional £100,000 p.a. can be saved from existing revenue budgets. It is anticipated that further savings above and beyond this could be generated throughout phase 1 and into phase 2 following further planned review work.
- 3.2.7 Currently there is no technology infrastructure in place at 2 Great George Street to support customers to access services in more efficient and less expensive ways through the process of self service options. The investment in technology to provide a range of self service options will enable those customers who wish to use technology (e.g. touch screens, PCs) to access services to do so, whilst providing more time for those customers who need or wish to speak with a customer services officer.
- 3.2.8 The upgrade is also essential because the current queue management and appointment booking system no longer work as effectively as they need to. Phase 1 of the project also includes the introduction of wireless technology to create a flexible service delivery environment, as well as self service facilities for access to internet based services. See Appendix B and C for details of the required technology investment and self service requirements identified to date.
- 3.2.9 The proposal to support customers to access services in other ways will lead to customer service efficiencies and improve customer choice. This will also have the additional benefit of reducing the size requirement of the customer enquiry centre particularly for phase 2.

The effect on the customer of these changes include:

- Improved interactive functions on the Leeds City Council internet site improving the availability of self service for customers;
- The booking of appointments through self service with automated email or text notification to confirm date and time and issue a reminder to the customer (leading to a reduction in missed appointments);
- The tracking of service requests on-line via self service, leading to fewer enquiries as customers will be able to see and check the progress of their service request without contacting Leeds City Council directly to check for an update.

3.3 Property related issues

3.3.1 Additional building works are needed to integrate services and allow further city centre services to be migrated into a single location at 2 Great George Street.

3.3.2 Corporate Property Management have advised that it has been 17 years since the refurbishment of 2 Great George Street and there is now a requirement to carry out £180,500 of essential refurbishment and maintenance works to allow the current facility to remain open for another 5 years (See Appendix A for cost breakdown).

3.3.3 The additional investment in 2 Great George Street will allow:

- Creation of a clearer and more intuitive route for customers upon entering the centre (including floor finishes and decoration to enhance and assist customer way-finding);
- A centrally located initial reception to be known as the HUB performing a variety of functions including combined welcome point, help desk, reception and service navigation point;
- The provision of enquiry positions similar in design to those at The Reginald Centre and The Compton Centre, offering the same degree of confidentiality and space;
- Provision of additional flexible interview facilities for all services to share;
- Flexibly designed open plan areas to enable the introduction of new services and/or the provision of additional surgery type services, and;
- Improved waiting area with a variety of seating, seating heights, tables, table heights etc. to assist in the flexible approach to service delivery.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 A customer focus group of Leeds residents took place on 9th June 2011 at the City Museum at which customers offered their views on how well the Council is delivering services to customers and citizens.

4.1.2 As part of the session the group were asked for their views on the proposals for the city centre one stop and the proposed improvements to service delivery. This is the feedback received:

- A proposal to deliver all face to face services in the city centre from a single location was fully supported by the customer focus group;
- The provision of staff to greet customers upon arrival and answer quick and easy enquiries (sometimes known as floor walkers or floor managers) was also welcomed as it was felt it would enhance the visitor experience and ensure that customers were properly directed, and;
- Consultation was held with customers accessing face to face services at 2 Great George Street. They were asked whether they preferred their enquiry to be handled via an appointment based system that will allocate a time to be seen by a customer service officer – 99% of residents supported the appointment based system.

- 4.1.3 Colleagues and service leads on the project working group were asked for feedback on the proposed provision of the city centre one stop through a change and communication audit. Colleagues were asked to offer comments on the proposal in respect of benefits to customers, benefits to team/colleagues and concerns.
- 4.1.4 The majority of colleagues offered their support for the city centre on stop project and identified benefits to both customers and colleagues that are contained in option 3. Specific comments in support included:
- The benefits of moving to an accessible building with properly designed spaces;
 - A consistent style of handling enquiries, with Customer Service Excellence accreditation across all services;
 - Consistent opening times, and;
 - Allowing and encouraging customers who can to self serve, leading to less face to face contact.
- 4.1.5 Further consultation will take place with officers across the Council as more detailed plans for services to be integrated into the facility take shape.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Equality, diversity, cohesion and integration requirements are embedded in all planning processes for Changing the Workplace including location, fit out and service re-design. There is an equality impact assessment and agreed action plan for the programme. Subject to approval, and following consultation with the Equalities team, this project will develop a project equality action plan.

4.3 Council Policies and City Priorities

- 4.3.1 This project proposal is in line with Council business plan priorities 2011-2015 and will ultimately support delivery of the wider City priorities and specifically the priorities on leading the transformation of our workplace culture and working environment in the context of the council's new values

4.4 Resources and Value for Money

- 4.4.1 The capital requirement required for phase 1 of this project is £1,027,000. The detail of this is shown in the appendices to this report. It should be noted that £680,000 of this investment in technology and removable furniture would be transferable to phase 2. Members of Executive Board should also note that £180,500 of essential maintenance is required to keep the existing customer services facility open for the next 5 years. This would have to be budgeted for even if phase 1 of this project did not proceed.

Capital Funding and Cash Flow:

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2011 £000's	FORECAST				
			2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	947.9		280.5	667.4			
FURN & EQPT (5)	147.0	107.0	40.0				
DESIGN FEES (6)	420.8	404.2	16.6				
OTHER COSTS (7)	331.9	331.9					
TOTALS	1847.6	843.1	337.1	667.4	0.0	0.0	0.0

Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2011 £000's	FORECAST				
			2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	376.5		115.5	261.0			
FURN & EQPT (5)	287.0		227.0	60.0			
DESIGN FEES (6)	363.5		229.5	134.0			
OTHER COSTS (7)	0.0						
TOTALS	1027.0	0.0	572.0	455.0	0.0	0.0	0.0

Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2011 £000's	FORECAST				
			2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015 on £000's
LCC Funding	485.2	224.6	146.6	114.0			
Prudential Borrowing	2389.4	618.5	762.5	1008.4			
Total Funding	2874.6	843.1	909.1	1122.4	0.0	0.0	0.0

Parent Scheme Number : 16256
Title: Changing the Workplace

4.4.2 In terms of the revenue costs these will need to be picked up over the period of the project. The revenue budget is in place for 2011/12 to cover the costs for this year. Future years funding for this and other Changing the Workplace projects will be supported by delivery of property and workforce efficiencies across the programme. From early work on delivery of benefits in 2012/13, it is estimated that £1.3M of efficiencies will be captured to support investment in the programme in year. Increasing efficiencies will be delivered as the programme rolls out through to future years: this will support increasing early investment in the programme and future delivery of cashable savings for other Council priorities. This will be fully reported in the April 2012 Executive Board changing the workplace business case report. The following table illustrates the alterations which will be necessary to the programme revenue budget:

REVENUE EFFECTS	2011/12 £000's	2012/13 and SUBSEQUENT YEARS £000'S
EMPLOYEES		-100.0
PREMISES COSTS		
SUPPLIES & SERVICES		50.0
BORROWING COSTS	24.3	126.6
EXTERNAL INCOME GENERATED		

4.4.3 The borrowing costs reflect interest charges only in 2011/12 and full years repayment of capital plus interest in 2012/13. The alterations illustrated in this table will need to be incorporated into the directorates revenue budget.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The decision will be subject to call in. There are no other key legal implications or issues relating to Access to Information.

4.6 Risk Management

4.6.1 A risk register has been set up and is available on request.

5 Conclusions

5.1 There is significant customer and service benefit in delivering phase 1 of the integrated city centre one stop initiative as detailed in this report. The financial business case supports delivery of phase 1 with further benefits anticipated to be delivered under phase 2. Phase 2 will be included in the report to Executive Board anticipated in April 2012 detailing the wider Changing the Workplace business case.

6 Recommendations

6.1 Executive Board is requested to approve expenditure of £1,027,000 to deliver phase 1 of the integrated city centre one stop at 2 Great George Street as detailed in this report.

7 Background documents

7.1 Exec. board report – Changing the workplace Phase 1 Aug 2010

7.2 Exec. Board report - Quarter 1 report July 27th 2011

7.3 Changing the Workplace equality impact assessment

7.4 City enquiry project risk log

7.5 Customer Access Strategy 2011-2015

APPENDIX A

This cost estimate has been provided by Corporate Property Management (CPM) and is their estimate of the expenditure needed to make necessary and essential repairs, maintenance and improvements to meet current requirements.

Essential Maintenance Works – 2 Great George Street ground floor	Estimated Costs (£)
Safe removal of existing unsafe flooring and replace with suitable flooring	45,000
Renew ceiling tiles to increase fire resistance	45,300
Decorate ground floor (to include making good of walls following exploratory works)	16,000
Upgrade of building to current regulations in respect of fire alarm system	9,000
Upgrade to existing interview rooms.	4,600
Electrical rewire of ground floor which is essential safety work	46,300
Improvements to existing ICT infrastructure and additional voice/data points	7,800
Legislative costs for undertaking works e.g. CDM Co-coordinator, planning fees, testing of new equipment,	6,500
Sub Total	180,500
Alteration & refurbishment to allow integration of services	
New Hub and miscellaneous other works	36,000
Strategic Design Alliance and other fees	60,000
Additional Works to 2 Great George St transferable to Phase 2 e.g. enquiry positions and rooms, desks, chairs etc	160,000
Total	£436,500

APPENDIX B

ICT Costs for City Centre One Stop	2011/12	2012/2013	Total
Queue Management and universal appointment booking system including Self Check In	100,000		100,000
Self service system including bespoke kiosks and touch screen technology	10,000	60,000	70,000
Video translation	8,500		8,500
Floor walker notebook pcs	5,000		5,000
Customer feedback system, PDA & SMS technology	5,500		5,500
Chip and pin technology	2,000		2,000
WIFI for customer area & Back office	10,000		10,000
Implementation of ICT Solutions to enable service integration including channel shift and e-form development			
E-Forms E Access for services	80,000	80,000	160,000
ICT Project Management	20,000	20,000	40,000
ICT Architecture/Feasibility	30,000	14,000	44,000
ICT Equipment CEC			
PC's, Laptops, Monitors, Work Solutions and Arms	70,000		70,000
Telecoms, mini printers	10,000		10,000
Hotlines	1,000		1,000
Removals & ICT Set up costs	5,000		5,000
Total	357,000	174,000	531,000

APPENDIX C

A Working Group of the lead officers from all services listed above was established in Autumn 2010. These service representatives are reporting that their customers have an appetite to access their customer services online. Often, customers have already visited their service areas of the internet to get the location of the face to face offices.

Self service requirements for Phase 1 of the integrated city centre on stop have been gathered via the business process re-engineering reports and consultations with the service representatives. The enquiries that have the potential to shift the largest numbers of face to face enquiries online are detailed by service below.

Self Service Requirements

Registrars

Requirement	Functionality	Annual Volumes	Comments
On-line copy certificate applications	<p>To enable customers to apply on-line 24/7</p> <p>To enable Customer Service Officers (CSOs) to complete the e-form on behalf of customers telephoning their order.</p> <p>Copy certificates for:</p> <ul style="list-style-type: none"> • Birth • Death • Marriage • Civil Partnership 	<p>20,000 certificates sold annually,</p> <p>(Approx 50% handled face to face, 30 % telephone, 20% postal)</p>	<p>Business case/specification already exists.</p> <p>Zipporah was recommended option.</p> <p>System to be available from all OSCs and as self-serve facility.</p> <p>Service in place for many other councils and generally demand has increased.</p> <p>This will need to be integrated with Paris</p>
On-line appointment booking	<p>To enable customers to make their own appointments 24/7. the system could also be used by bereavement officers, funeral directors etc</p>	<p>Appointments requests are for:</p> <p>10,000 births, 6,000 deaths 6,000 notices of intention to marry</p> <p>(5% handled face to face, Approx 95% telephone)</p>	<p>Business case/specification already exists.</p> <p>Zipporah was recommended option. We understand they could host our server at a cost of £6k per year and “switch on” this facility</p>

On-line ceremony availability enquiry On-line ceremony payments	To enable customers to check diary availability. The system could also be used by Approved premises staff to save customers making provisional arrangements To enable customers to make payments 24/7	1,500 Face to face, telephone Face to face, telephone, post	May be activated once other Zipporah on-line systems are installed. This will need to be integrated with Paris
On-line ceremony options	To enable customers to make ceremony selections	1,500 Face to face, telephone, post	

Entertainment and Licensing

Requirement	Functionality	Annual Volumes	Comments
Online licence applications	To enable customers to apply and pay for applications on-line 24/7	Possible of 4,000 transactions a year (10% handled face to face, Approx 90% postal)	Electronic applications are legislative requirements for Licensing Act applications. This service is currently provided by BusinessLink but take up is poor as the website is difficult to use. Would need to be tied in with Paris for online payments. We have been working with IDOX to provide "Public Access" to licensing applications. However their software is poor and it has now been several years in development.

Leeds Card

Requirement	Functionality	Annual Volumes	Comments
On line applications	Apply for a LeedsCard on line	4,450 (100% currently handled face to face)	This has not been developed because of the need to add photos to their application, not sure how we would go about this