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## **SCRUTINY BOARD (CENTRAL AND CORPORATE)**

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**Call-In Meeting to be held in Civic Hall (Committee Rooms 6 & 7), Leeds on  
Wednesday, 29th April, 2009 at 10.00 am  
(No pre-meeting)**

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### **MEMBERSHIP**

#### **Councillors**

M Dobson (Chair) - Garforth and Swillington;  
B Atha - Kirkstall;  
J Bale - Guiseley and Rawdon;  
S Bentley - Weetwood;  
B Chastney - Weetwood;  
P Davey - City and Hunslet;  
J Dowson - Chapel Allerton;  
P Ewens - Hyde Park and Woodhouse;  
M Hamilton - Headingley;  
V Kendall - Roundhay;  
A Lowe - Armley;  
B Selby - Killingbeck and Seacroft;  
P Wadsworth - Roundhay;

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**Agenda compiled by:  
Guy Close  
Governance Services  
Civic Hall  
LEEDS, LS1 1UR  
Tel: 24 74356**

**Scrutiny Support Manager:  
Peter Marrington  
Tel: 39 51151**

# A G E N D A

| Item No | Ward/Equal Opportunities | Item Not Open |  | Page No |
|---------|--------------------------|---------------|--|---------|
| 1       |                          |               | <p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded.)</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting.)</p>  |         |
| 2       |                          |               | <p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> <p><b>No exempt items or information have been identified on this agenda.</b></p> |         |

| Item No | Ward/Equal Opportunities | Item Not Open |  | Page No |
|---------|--------------------------|---------------|--|---------|
| 3       |                          |               | <p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>   |         |
| 4       |                          |               | <p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>  |         |
| 5       |                          |               | <p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>   |         |
| 6       |                          |               | <p><b>CALL-IN OF DECISION - BRIEFING PAPER</b></p> <p>To receive and consider a report of the Head of Scrutiny and Member Development.</p>   | 1 - 4   |
| 7       |                          |               | <p><b>REVIEW OF DECISION - CORPORATE INTERACTIVE VOICE RECOGNITION SOLUTION (REFERENCE NUMBER D35273)</b></p> <p>In accordance with the Scrutiny Procedure Rules, to review the attached delegated decision of the Assistant Chief Executive (Planning, Policy and Improvement) in relation to the Corporate Interactive Voice Recognition Solution.</p> | 5 - 18  |
| 8       |                          |               | <p><b>OUTCOME OF CALL-IN</b></p> <p>In accordance with Scrutiny Board Procedure Rules, to consider the Board's formal conclusions and recommendations arising from the conclusion of the called-in decision.</p>   |         |

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### Report of the Head of Scrutiny and Member Development

#### Scrutiny Board (Central & Corporate Functions)

Date: 29th April 2009

Subject: CALL IN OF DECISION – BRIEFING PAPER

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1.0 INTRODUCTION AND BACKGROUND

- 1.1 In accordance with the Council's Constitution, an officer decision has been Called In.<sup>1</sup> The background papers to this particular decision are set out as a separate agenda item and appropriate witnesses have been invited to give supporting evidence.
- 1.2 This report advises the Scrutiny Board on the procedural aspects of Calling In the decision.
- 1.3 The Board is advised that the Call In is specific to the report considered under the officer delegation decision scheme and issues outside of this decision, including other related decisions, may not be considered as part of the Board's decision regarding the outcome of the Call In.

### 2.0 REVIEWING THE DECISION

2.1 The process of reviewing the decision is as follows:

- Members who have requested the Call In invited to explain their concern/reason for Call In request.
- Relevant Officer(s) asked to explain decision.
- Further questioning from the Board as appropriate.

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<sup>1</sup> Scrutiny Board Procedure Rules Paragraph 22

- 2.2 Members are reminded that it is only the decision Called In that the Board can make any recommendation on.

## **OPTIONS AVAILABLE TO THE BOARD**

- 3.1 Having reviewed the decision, the Scrutiny Board will need to agree what action it wishes to take. In doing so, it may pursue one of three courses of action as set out below:

### Option 1- Release the decision for implementation

- 3.2 Having reviewed this decision, the Scrutiny Board may decide to release it for implementation. If the Scrutiny Board chooses this option, the decision will be immediately released for implementation and the decision may not be Called In again.

### Option 2 - Recommend that the decision be reconsidered.

- 3.3 The Scrutiny Board may decide to recommend to the decision maker that the decision be reconsidered. If the Scrutiny Board chooses this option a report will be submitted to the decision maker.
- 3.4 In the case of a delegated decision, the report of the Scrutiny Board will be submitted to the appropriate Officer within three working days of this meeting. The Officer will reconsider his/her decision and will publish the outcome of his/her deliberations on the delegated decision system. The decision may not be Called In again whether or not it is varied.

### Option 3 - Recommend that the decision be reconsidered and refer the matter to full Council if recommendation not accepted.

- 3.5 This course of action would only apply if the Scrutiny Board determined that a decision **fell outside the Council's Budget and Policy Framework** and this determination were confirmed by the Council's Section 151 Officer (in relation to the budget) or Monitoring Officer (in relation to other policies).
- 3.6 If, at the conclusion of this meeting, the Scrutiny Board forms an initial determination that the decision in question should be challenged on the basis of contravening the Budget and Policy Framework, then confirmation will subsequently be sought from the appropriate statutory officer.
- 3.7 Should the statutory officer support the Scrutiny Board's determination, then the report of the Scrutiny Board will be presented in the same manner as for Option 2. If the decision maker accepts the recommendation of the Scrutiny Board in these circumstances, then the revised decision will be published in the same manner as for Option 2 and the decision may not be Called In again. If, however, the decision maker does not accept the recommendation of the Scrutiny Board, then the matter will be referred to full Council for final decision. Decisions of full Council may not be Called In.
- 3.8 Should the appropriate statutory officer not confirm that the decision contravenes the Budget and Policy Framework, then the report of the Scrutiny Board would normally be progressed as for Option 2 (i.e. presented as a recommendation to the decision taker) but with no recourse to full Council in the event that the decision is not varied. As with Option 2, no further Call In of the decision would be possible.

3.9 However, the Scrutiny Board may resolve that, if the statutory officer does not confirm contravention of the Budget and Policy Framework, then it should be released for implementation in accordance with Option 1.

#### **4.0 FAILURE TO AGREE ONE OF THE ABOVE OPTIONS**

4.1 If the Scrutiny Board, for any reason, does not agree one of the above courses of action at this meeting, then Option 1 will be adopted by default, i.e. the decision will be released for implementation with no further recourse to Call In.

#### **5.0 FORMULATING THE BOARD'S REPORT**

5.1 If the Scrutiny Board decides to release the decision for implementation (i.e. Option 1), then the Scrutiny Support Unit will process the necessary notifications and no further action is required by the Board.

5.2 If the Scrutiny Board wishes to recommend that the decision be reconsidered (i.e. Options 2 or 3), then it will be necessary for the Scrutiny Board to agree a report setting out its recommendation together with any supporting commentary.

5.3 Because of the tight timescales within which a decision Call In must operate, it is important that the Scrutiny Board's report be agreed at the meeting.

5.4 If the Scrutiny Board decides to pursue either of Options 2 or 3, it is proposed that there be a short adjournment during which the Chair, in conjunction with the Scrutiny Support Unit, should prepare a brief statement proposing the Scrutiny Board's draft recommendations and supporting commentary. Upon reconvening, the Scrutiny Board will be invited to amend/ agree this statement as appropriate (a separate item has been included in the agenda for this purpose).

5.5 This statement will then form the basis of the Scrutiny Board's report (together with factual information as to details of the Called In decision, lists of evidence/witnesses considered, Members involved in the Call In process etc).

5.6 The Scrutiny Board is advised that there is no provision within the Call In procedure for the submission of a Minority Report.

#### **6.0 RECOMMENDATION**

6.1 The Scrutiny Board is asked to note the contents of this report and to adopt the procedure as detailed within it.

#### **Background Papers**

None

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**Report of the Head of Scrutiny and Member Development**

**Scrutiny Board (Central and Corporate Functions)**

**Date: 29<sup>th</sup> April 2009**

**Subject: Review of Decision – Corporate Interactive Voice Recognition Solution**

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**Electoral Wards Affected: ALL**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## **1.0 INTRODUCTION AND BACKGROUND**

1.1 This paper presents the background papers to a decision which has been Called In in accordance with the Council's Constitution.<sup>1</sup>

1.2 Papers are attached as follows:

- Copy of completed Call In request form
- The Delegated Decision Notification.

1.3 Appropriate Members and/or officers have been invited to attend the meeting in order to explain the decision and respond to questions.

## **2.0 RECOMMENDATION**

2.1 The Scrutiny Board (Central and Corporate Functions) is asked to review this decision and to determine what further action it wishes to take.

### **Background Papers**

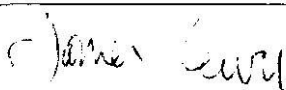
None


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<sup>1</sup> Scrutiny Board Procedure Rules Paragraph 22

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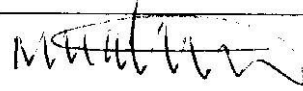
Leeds City Council Scrutiny Support Unit

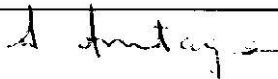
1) Signature  Political group  
Print name ....  
LEADS LEADS

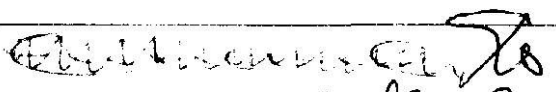


2) Signature  Political group  
Print name.... ADAM P O'CONNELL

**NB: Only two signatures are required if the councillors signing this form are not from the same political group (option b above).**

**For option a) continue to fill in the rest of the signatures.**

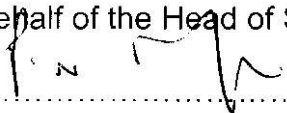
3) Signature   
Print name.... Mohammad Rafeeq

4) Signature   
Print name.... Cllr. SUZI ARMITAGE

5) Signature  17 APRIL 2009   
Print name.... ANWARUL HAQUE  GEOFFREY DRIVER

This form should be submitted to the Head of Scrutiny and Member Development (Scrutiny Support Unit, 1st Floor West, Civic Hall) by **5.00pm on the fifth working day after the decision publication date**. The office is open from 9.00am to 5.00pm.

(For further information on the Call In procedure please refer to the Scrutiny Support Unit intranet site, or contact the Unit on 39 51151).

**For office use only: (box A)**  
Received on behalf of the Head of Scrutiny and Member Development by:  
.....(signature)  
Date: 20.4.09 Time: 09:15 SSU ref: 2008/4/23573/34

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**For office use only: (box B)**

Exemption status checked:

Date checked:

Signatures checked:

Receipts given:

Validity re article 13

Call In authorised: Yes / No

Signed: *[Handwritten Signature]*

Date: *20.4.09*

Receipt details: .....

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**CALL IN REQUEST**

**A Call In request may be made by:**

- a) Any five non-executive Members of council, OR**
- b) two non-executive Members of council if they are not from the same political group<sup>1</sup>**

Date of decision publication: 09 / 04 / 2009

Delegated decision ref: D 35273

Executive Board Minute no: .....Or

Area Committee Name and decision ref: .....

Decision description: PROCUREMENT OF A CORPORATE INTERACTIVE VOICE RECOGNITION PACKAGE

**Reasons for Call In:**  
All requests for Call In must detail why, in the opinion of the signatories, the decision was not taken in accordance with the principles set out in Article 13 of the Council constitution (decision making) (principles of decision making) or where relevant issues do not appear to be taken into consideration. *Please tick the relevant box(es) and give an explanation.*

|                                     |  |
|-------------------------------------|--|
| <input type="checkbox"/>            | Proportionality (ie the action must be proportionate to the desired outcome)         |
| <input checked="" type="checkbox"/> | Due consultation and the taking of professional advice from officers                 |
| <input type="checkbox"/>            | Respect for human rights   |
| <input type="checkbox"/>            | A presumption in favour of openness  |
| <input checked="" type="checkbox"/> | Clarity of aims and desired outcomes   |
| <input checked="" type="checkbox"/> | An explanation of the options considered and details of the reasons for the decision |
| <input type="checkbox"/>            | Positive promotion of equal opportunities  |
| <input type="checkbox"/>            | Natural justice  |

**Explanation:**  
We the undersigned members would like greater clarification regarding the practical issues associated with the implementation of an IVR system. Further information is needed with regard to the cost-benefit analysis of the various options considered and any public consultation informing the decision. We would also like more information as to how this system would deliver real savings without compromising service delivery.

<sup>1</sup> In the case of decisions made by Area Committees, a Member cannot count as one of the two / five signatures if they are a member of that Area Committee.

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# DELEGATED DECISION NOTIFICATION

|                     |
|---------------------|
| REF NO <sup>1</sup> |
| D35273              |

DECISION MAKER Assistant Chief Executive (Planning, Policy and Improvement)

SUBJECT <sup>2</sup> Corporate IVR Solution

|  |   |  |   |   |
|--|---|--|---|---|
| DECISION <sup>3</sup>  | COUNCIL FUNCTION <input type="checkbox"/><br><br>NOT SUBJECT TO CALL IN | EXECUTIVE DECISION (KEY) <input checked="" type="checkbox"/><br><br><sup>4</sup> EXEMPT FROM CALL IN: YES / NO | EXECUTIVE DECISION (MAJOR) <input type="checkbox"/><br><br><sup>4</sup> EXEMPT FROM CALL IN: YES / NO | EXECUTIVE DECISION (OTHER) <input type="checkbox"/><br><br>NOT SUBJECT TO CALL IN |
| <p>ICT have an approved capital scheme to fund ICT development projects including staff time and purchase of hardware/software. ICT Management Board, at its meeting on 27 February 2009, supported the proposal for £261,865 to be allocated for expenditure on the creation of an IVR system for the Corporate Contact Centre. This money will, therefore, be transferred from the ICT capital scheme into a newly created capital scheme – Corporate IVR Solution.</p> <p><b>Breakdown of expenditure:</b><br/>                 Equipment £72,833<br/>                 ICT Development Staff £40,000<br/>                 Departmental Staff £50,286<br/>                 Hardware/Software £71,150<br/>                 Other £27,596</p> <p>The project will deliver an Integrated Voice Recognition infrastructure within the Corporate Contact Centre that is adaptable and able to provide various levels of automated telephony to services across the Council.</p> <p>The attached report provides further detail on the proposal.</p> |   |  |   |   |

AFFECTED WARDS  

|   |                          |                          |  |
|---|--------------------------|--------------------------|--|
| ADVICE SOUGHT   | <b>Yes</b>               | <b>No</b>                |  |
| Legal   | ✓                        | <input type="checkbox"/> |  |
| Finance   | ✓                        | <input type="checkbox"/> |  |
| Personnel   | <input type="checkbox"/> | ✓                        |  |
| Equal Opportunities   | <input type="checkbox"/> | ✓                        |  |
| Other (please specify)  | ✓                        | <input type="checkbox"/> |  |
| ICT have been consulted to ensure the product supports the council's corporate ICT agendas. |                          |                          |  |

DECLARED OFFICER / MEMBER INTERESTS<sup>5</sup> None

<sup>1</sup> This reference number will be assigned by Governance Services and notified to you

<sup>2</sup> A brief heading should be inserted

<sup>3</sup> Brief details of the decision should be inserted. This note must set out the substance of the decision, options considered and the reason for deciding upon the chosen option, although care must be taken not to disclose any confidential or commercially sensitive information. Guidance on the substance of the note is available from Governance Services

<sup>4</sup> For Key and Major decisions only. If exempt from Call In details to be provided in the report. The Call In period expires at 5.00 pm on the 5<sup>th</sup> working day after publication. Scrutiny Support will notify decision makers of matters called in by no later than 12.00 noon on the 6<sup>th</sup> day.

DISPENSATION BY STANDARDS COMMITTEE

DATE: .....

BACKGROUND PAPERS<sup>6</sup>

The Business Case for a corporate IVR solution is available if required.

CONFIDENTIAL REPORT

YES  NO  RULE NO 10.4<sup>7</sup> ( )

DETAILS OF CONSULTATION UNDERTAKEN (OTHER REASONS/ ORGANISATIONS CONSULTED)

|                         | Yes                                 | No                                  | Date    |
|-------------------------|-------------------------------------|-------------------------------------|---------|
| Executive Member        | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | 11/3/09 |
| Ward Councillors        | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | _____   |
| Chief Officers Affected | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | _____   |
| Others (Specify)        | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | _____   |

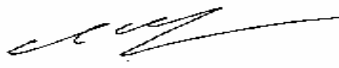
CONTACT PERSON

Paddy Clarke

CONTACT NO

2660001

AUTHORISED SIGNATORY<sup>8</sup>

|   |                  |
|---|------------------|
|  | DATE<br>02/04/09 |
| James Rogers  |                  |

|  | KEY     | MAJOR | OTHER |
|--|---------|-------|-------|
| <sup>9</sup> *First publication (5 day notice) | 2/4/09  |       |       |
| Commencement for Call In                       | 9/4/09  |       |       |
| Last date for Call In                          | 20/4/09 |       |       |
| Implementation Date                            | 21/4/09 |       |       |

\* If key decision not on Forward Plan, the reason and need that the decision be taken are that:

*The IVR business case demonstrated that the Council could achieve significant savings through the implementation of IVR in the Corporate Contact Centre as well as providing the customer with access to Council services outside of normal office hours. The amount of savings achievable in 2009/10 as a result of this project is dependant upon the first phase being completed by 1st July 2009. In order for this to happen, development work must commence in April 2009 (the development is expected to take approximately three months), hence the requirement for this funding to be released as soon as possible. Unfortunately, the deadline for inclusion in the Forward Plan for April was missed - a further delay until May would make it impossible to achieve the required delivery date and would reduce the level of savings available to the Council.*

<sup>5</sup> No officer having a pecuniary interest in any matter should take a decision in relation to that matter. Other interests of a non-disqualifying nature should be recorded here.  
<sup>6</sup> A separate Index should be prepared if necessary. ALL DOCUMENTATION UPON WHICH THE DECISION WAS BASED MUST BE RETAINED AND BE READILY ACCESSIBLE SO IT CAN BE PRODUCED SHOULD THE DECISION BE CHALLENGED  
<sup>7</sup> Access to Information Procedure Rules  
<sup>8</sup> The signatory must be duly authorised by the Director to make the decision in accordance with the Department's scheme. It is not acceptable for the signature to be 'pp' for an authorised signatory. For Key Decisions only, the date of the authorised signature signifies that, at the time, the Officer was content that the decision should be taken. However, should representations be received following public availability of reports the signatory will consider the effect which such representations should have upon the final decision.  
<sup>9</sup> Governance Services will enter these dates



Date: 2nd April 2009

Subject: Procurement of a corporate Interactive Voice Recognition package.

|   |  |
|---|--|
| <p><b>Electoral Wards Affected:</b></p><br><br><br><br><br><br><br><br><br><br><input type="checkbox"/> Ward Members consulted<br>(referred to in report) | <p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p> |
|---|--|

## Executive Summary

There is a drive from Central Government and professional bodies, such as the Society of Information Technology Management (SOCITM), to increase the use of electronic channels as a means of communicating with customers, increase efficiency and optimisation of resource, and achieve 3% cashable savings year on year

Once such communication channel is Interactive Voice Recognition (IVR). IVR refers to an automated telephony system which takes an input from a customer (by either pressing digits on the telephone or speaking words or short phrases) and provides an automatic, intelligent response. One of the key functions of IVR is its ability to provide a fully automated, end-to-end, self-service facility for customers. The customer may be provided with information depending upon the choices they input (voice or keypad) and/or allowed to perform a transaction e.g. make a payment for a service, renew a library book or enquire about a balance. The idea of self-service using an IVR solution is that the IVR solution guides the customer through the process without the need to have interaction with a member of staff.

The Corporate Contact Centre (CCC) at Westgate has identified the need for an advanced IVR system that is capable of handling high volume/low complexity enquiries from customers. Such a system would allow the CCC to;

- increase the overall number of calls handled without a comparable increase in staff
- better align their resources towards those customers with more complex enquiries
- offer a range of self-service solutions to customers outside of normal opening hours

Sabio, the CCC's telephony partner, have provided a detailed IVR solution which would see the installation of the necessary hardware. In addition, an initial IVR application capable of handling Choice Based Letting bids<sup>1</sup> would also be developed in order to make immediate use of the new functionality and to start achieving the savings such a facility offers.

<sup>1</sup> Choice Based Lettings allows customers to register an interest in a vacant council property. Properties are then allocated based on existing allocation rules. These are high volume/low complexity calls and will provide maximum savings through IVR automation.

## 1.0 Purpose of this report

This report outlines the need for an Interactive Voice Recognition facility and recommends that funds be authorised to procure the solution offered by the Councils telephony partner, Sabio.

## 2.0 Background information

There is a drive from Central Government and professional bodies, such as the Society of Information Technology Management (SOCITM), to increase the use of electronic channels as a means of communicating with customers/citizens, increase efficiency and optimisation of resource and achieve 3% cashable savings year on year

The e-Services Delivery (eSD) Programme has been established to develop and deploy solutions which support electronic access to Council services by citizens. Electronic access is deemed to cover both self-service and mediated access. Whilst contact made through a mediated channel will typically result in a Customer Services Officer (CSO) dealing with the enquiry over the telephone or face to face, self-service is about citizens being able to access Council services via a variety of access channels as defined by the Customer Services Strategy. Interactive Voice Recognition (IVR) delivers such an access channel.

IVR refers to an automated telephone system which takes an input from a customer (by either pressing digits on the telephone or speaking words or short phrases) and providing a response. A typical IVR solution has several menus of pre-recorded options that the caller can choose from. Commonly, the choices are as basic as asking the customer to choose a number relating to an option which the customer will enter into their telephone keypad. However, increasingly with more sophisticated IVR solutions, the customer may be required to speak their choice from the options provided or provide detailed information such as their name or account number. The input from the customer is used by the IVR solution to access the appropriate information from a database.

A small number of simple IVR applications from various suppliers are being used across the Council, each with differing maintenance and support contracts, etc. This project will see the procurement of a corporate IVR solution that can incorporate the existing applications as well as providing a platform for the creation of new IVR applications that will provide around-the-clock, end-to-end automated services to our customers. It is intended for the IVR platform to be situated in the Corporate Contact Centre (CCC).

## 3.0 Main benefits

Providing a corporate IVR solution will enable Leeds City Council to:

- deliver efficiency savings through customers being able to self serve at a time convenient to the customer.
- provide a positive and consistent corporate image.
- reduce the number of complaints.
- increase overall capacity to deliver a wider range and availability of services without increasing staff numbers and associated costs.
- enable enquiries that are low complexity to be handled without any mediated contact.
- provide a better quality of customer services.
- reduction in repeat contact by being able to provide customers with accurate information.
- provide out of hours access.
- improved in response times.
- improve the managing of call volumes during peak hours.
- further enhance the capacity and level of service offered by the Corporate Contact Centre.
- support the Council's aims of dealing with 80% of calls at first point of contact.
- enable consolidation of existing IVR solutions into the corporate IVR solution.

The CCC would also benefit as IVR could handle a large volume of calls with no CSO involvement, thereby allowing them to focus on the more complex customer enquiries as well as increasing the overall number of calls answered with no associated increase in staffing levels.

## 4.0 Approach

Sabio, the CCC's telephony provider, have provided detailed costs for an IVR platform, plus the development of an IVR application. Sabio were asked to provide these costs due to their detailed knowledge of the CCC technology, an understanding which will help ease IVR integration and reduce the risks associated with such an exercise. In addition, their solution can be secured without the need for a potentially lengthy and expensive procurement exercise due to Sabio incorporating the possible provision of IVR into their original tender for the CCC contract.

At the ICT Management Board (27th February), it was agreed that Sabio should be appointed to

- provide and install an IVR platform
- develop an IVR application for dealing with Choice Based Letting bids

In addition, the Council will also look to recruit an IVR developer. This will give the Council maximum flexibility in terms of IVR support as well as a dedicated resource for future IVR application development, thereby giving the option to realise further efficiency savings through IVR automation.

The project will be managed by a dedicated Project Manager in Customer Services, using Delivering Successful Change methodology, and who will be supported by staff in both Customer Services and Corporate ICT.

## 5.0 Conclusions

The development of an IVR solution will further strengthen the range of services currently offered by the Corporate Contact Centre at no additional staffing costs. It is adaptable and has the potential to be further developed to create solutions to, and achieve savings against, other high volume/low complexity enquiries as identified by the business. It will also assist the Council in achieving key targets as outlined in the Councils Plan around;

- Increasing the volume of total transactions delivered through customer self – service (BP – 08)
- Answering 85% (in 2009/10) of public telephone calls to the council (BP –12)

## 6.0 Recommendations

It is recommended that funding for this project is authorised so as to enable the initiation of this project at the earliest opportunity, in order to maximise the savings that this project can achieve.

Anthony Derbyshire  
Project Manager  
Business Transformation

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