

**REPORT TO:** EXECUTIVE  
**Date of Meeting:** 10 February 2015  
**Report of:** Assistant Director Customer Access  
**Title:** **Implementation of the Council's Channel Shift Programme**

**Is this a Key Decision?**

No

**Is this an Executive or Council Function?** Executive

**1. What is the report about?**

The Council has agreed to implement a Channel Shift Programme which is the first step in developing our Digital offer. The funding proposal agreed by Council in December included the costs for recruiting two staff. This equates to an increase in the establishment of one post and therefore agreement is being sought from Executive.

**2. Recommendations:**

- i. That Executive agrees to replace the existing temporary Customer Access Officer post and the permanent Process Redesign Officer with the post of Business Improvement Lead and Business Improvement Analyst. The Job Descriptions and Person Specification are included at Appendix A to this report.
- ii. That Executive notes that, should the recommendation above be agreed, the two staff currently employed will be out at Risk and recruitment commenced once there is a revised Organisational Change Policy in place.
- iii. That Executive notes that the full Implementation Plan for the Channel Shift Programme will be considered by the Channel Shift Board and presented at a future Executive meeting as will the draft Digital Strategy.

**3. Reasons for the recommendation:**

- i. To implement the Council's agreed Channel Shift Programme
- ii. To drive business improvement across the Council and promote digital delivery
- iii. To develop a Digital Strategy for the Council.

**4. What are the resource implications including non financial resources.**

The two proposed posts will be subject to Job Evaluation but the sum has been set aside from the funds agreed by Council to fund these two posts based on estimated grades. There will also be a call on officers from the services being considered for digital delivery in order to work on process redesign.

**5. Section 151 Officer comments:**

The funding for these posts was agreed by Council in December and has been added to the budgets for 2015-16.

## **6. What are the legal aspects?**

The Recruitment will be undertaken with due regard to the Council's Organisational Change Policy.

## **7. Monitoring Officer's comments:**

**None**

## **8. Report details:**

i) It is proposed that the most effective way of implementing the Channel Shift Programme would be to create a Business Improvement Team consisting of 2 FTE (Business Improvement Lead and Business Improvement Analyst). These roles would be necessary for the period of procurement and implementation but after the initial stages they will be important for continuous development of service delivery to manage the relationships between stakeholders and to support embedding business improvement ideals and skills within other service areas.

ii) The skills required of the Business Improvement Lead are to be a customer focused lead for effective and sustainable change and to communicate effectively with all levels of the organisation. To manage the project planning process and facilitate decision making to ensure that progress is being made on all tasks. They will need to understand strategic and operational requirements and to challenge and engage with services to improve their online offering by redesigning processes; to innovate working practices and identify future working models.

iii) The Business Improvement Analyst will support the implementation programme by delivering business process redesign, and ensuring efficient, customer focussed, operational use of IT to improve the customer experience. They will engage with and challenge services to redesign the customer journey; research best practice and to ensure that all opportunities for efficiency and effectiveness in the customer experience are maximised.

iv) There will also be an expectation that the Council will look to work with East Devon and Teignbridge on channel shift projects and the two Business Improvement roles will be key to sharing and learning with the other authorities in order to progress Exeter City Council's digital strategy.

v) Other expertise will be required in order to fully support the programme. These skills will be in ICT, web design, Communications and Customer Service but these will be fulfilled by using a mixture of commissioning (ICT), secondment (Customer Services) or by pulling in resources as required (web/Communications).

## **9. How does the decision contribute to the Council's Corporate Plan?**

Enhancing the way that customers can access our services is a key aspect of the Council's Corporate Plan.

The successful implementation of the Council's Channel Shift Programme will help to gain efficiencies in services delivery and reserve the use of face to face interactions with

residents for those with complex needs. These posts are integral to successful implementation.

**10. What risks are there and how can they be reduced?**

There is no specific risk in increasing the establishment by one post.

**11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?**

There is no impact.

**12. Are there any other options?**

The Strategic Management considered the option of redeploying existing staff to work on the development and implementation of the Council's Channel Shift Programme. However it was determined that there was insufficient capacity and expertise amongst services. The Business Case was developed using a temporary resource but this situation is not sustainable.

**Bindu Arjoon**  
**Assistant Director Customer Access**

**Local Government (Access to Information) Act 1972 (as amended)**

**Background papers used in compiling this report:-**

The Business Case for Channel Shift as approved by Council on 16 December 2014.

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